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Management Consulting

for

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Quality Assurance

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Independent Verification and Validation (IV&V)

Risk Reduction

Quality Assurance Report

for the

State of Washington

Administrative Office of the Courts (AOC)

SC-CMS Project

July 31, 2016

Prepared by

Bluecrane, Inc.

bluecrane ®

Table of Contents

PART 1: EXECUTIVE DASHBOARD 1

PART 2: DETAILED ASSESSMENT REPORT 4

PART 3: REVIEW OF *BLUECRANE* APPROACH 15

Part 1: Executive Dashboard

Introduction

This report provides the July 2016 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.

Executive Summary

This month we highlight an extreme risk with the Event 4 Spokane County implementation scheduled for November. Spokane has made a request to keep their Access database applications that duplicate calendaring and case management functionality in Odyssey and that require duplicate data entry to maintain synchronization with AOC systems. With only three months to Event 4 Go-Live, there is a very short timeframe to resolve the issue and stay on track for the November implementation.

The remaining risks noted in this and prior reports related to resources and "integration" of Odyssey with other AOC judicial information systems remain concerns. At this point, everyone is well aware of these risks and much is being done to mitigate the risks to the extent practical.

Business Processes and System Functionality	Very Urgent Consideration	New Risk	Feb	May	July
			A	A	X

Spokane has two software applications, SuperMan and SuperCal (SM/SC) that duplicate some of the calendaring and case management functionality provided by Odyssey. Judges and the Court Administrator staff have integrated these local SM/SC systems into their business processes. However, the Spokane County Clerk must enter data from SM/SC into the Superior Court Management Information System (SCOMIS) to keep the Judicial Information System (JIS) updated with Spokane's case information thus requiring duplicate data entry. Yakima had a similar software application with duplicative functionality that was decommissioned when Odyssey was implemented to support their court business processes. However, it became clear in July that Spokane's preference is to maintain the current arrangement with Judges and the Court Administrator staff continuing to use only SM/SC to manage court business and have the County Clerk update Odyssey instead of SCOMIS to keep the data between the three systems synchronized.

Spokane had identified three areas of functionality that were provided by SM/SC that are not provided directly by Odyssey. AOC is working with Spokane at multiple levels to determine if there are means acceptable to both Spokane and AOC to be able to discontinue the use of SM/SC and continue with the Odyssey implementation as planned. Changes may be required in Odyssey functionality or Spokane business processes to bridge the gap. Training materials that map data fields and workflow between the legacy SM/SC systems and Odyssey can help to overcome concerns in adapting to the new system.

If a decision on the implementation approach for Spokane is not made soon, it may be necessary to delay the Spokane Go-Live until preparations have been completed to ensure a successful transition.

For detailed assessment, see: #BusinessProcesses

Solution Integrations	Urgent Consideration	Actions Taken to Address	Feb	May	July
			R	A	A

With respect to the integration risk, recall that although the integration components that synchronize case and party data are working properly, replication process errors were being generated due to data entry errors in the counties that had implemented Odyssey. During March, April, and May, additional resources applied to the problem were able to make a significant reduction in the backlog. However, the backlog began rising again in June and July. In July additional resources were identified for recruitment and when hired they will be applied to reducing the backlog. This activity will require constant vigilance by the SC-CMS Project team until the all counties have been implemented and there is no longer a need for replication. Judges and court personnel have been notified of the potential problem of stale data in JIS and have been given instructions on how to view the most recent data using other data viewers such as the Odyssey Portal.

For detailed assessment, see: #Integration

Staffing	Urgent Consideration	Actions Taken to Address	Feb	May	July
			A	A	A

With respect to resources, there continue to be more demands on the SC-CMS Project team than there are resources to fulfill the needs. Steps have been taken to help reduce the risk of constrained resources by moving operational support to other teams within AOC leveraging county personnel to assist during upcoming county rollouts and to support each other in resolving issues.

For detailed assessment, see: #Staffing

Schedule	Urgent Consideration	Actions Taken to Address	Feb	May	July
			A	A	A

The resource risk described under “Staffing” has schedule implications as well. As noted, the SC-CMS Project is mitigating the resource risk through careful scheduling and execution of readiness activities for the remaining Odyssey counties while supporting the five counties where Odyssey has been implemented. In some areas, activities are limited to the minimum necessary to continue with the county implementation schedule. Although work on project activities related to future county implementations is progressing on schedule, concerns remain with over-allocation of resources and the potential for problems related to quality of deliverables.

For detailed assessment, see: #Schedule

Stakeholder Engagement/Organizational Change Management	Serious Consideration	Actions Taken to Address	Feb	May	July
			A	A	A

Plans are moving forward to facilitate communication between counties to support each other with (1) a Washington-specific area within Tyler Community for asking/answering questions, (2) automated email distribution lists, and (3) facilitated conference calls with the implemented counties.

For detailed assessment, see: #OCM

Rollout, User Support and Operations	Urgent Consideration	Actions Taken to Address	Feb	May	July
			A	A	A

As noted in “Staffing,” support of counties where Odyssey has already been implemented, in addition to facilitating the rollout of Odyssey to other counties in the future, is stretching available resources. There have been some delays in resolving issues that are occurring in Odyssey production counties. Work is underway to begin to transition support and maintenance of SC-CMS to the operational organization within AOC.

For detailed assessment, see: #Support

Data Preparation	Serious Consideration	Actions Taken to Address	Feb	May	July
			A	A	A

Data quality problems in the current system will be transferred to the new system during conversion unless addressed by counties prior to their Go-Live date.

For detailed assessment, see: #DataPreparation

Legend

N	No Risk Identified	R	Risk	X	Extreme Risk	A	Risk Being Addressed

Part 2: Detailed Assessment Report

Project Management and Sponsorship

Category	Project Management and Sponsorship	Feb	May	July
Area of Assessment	Governance	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

Observation: Governance is defined in the Project Charter and is being executed effectively by the Project Leadership, Executive Sponsors, Steering Committee, and JISC.

To return to Executive Dashboard, click: #ExecDashboard

Category	Project Management and Sponsorship	Feb	May	July
Area of Assessment	Scope	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

Observation: Scope is being managed effectively through the Requirements Traceability Matrix, Tyler contract deliverables, and the Project Change Management process.

It may be necessary to decrease the scope of some implementation activities to more effectively utilize the limited project resources allocated to the project.

To return to Executive Dashboard, click: #ExecDashboard

Category	Project Management and Sponsorship	Feb	May	July
Area of Assessment	Schedule	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Urgency	Serious Consideration			

Observation/Risk: The resource risk described under “Staffing” has schedule implications as well. As noted, the SC-CMS Project is mitigating the resource risk through careful scheduling and execution of readiness activities for the remaining Odyssey counties while supporting the five counties where Odyssey has been implemented. In some areas, activities are limited to the minimum necessary to continue with the county implementation schedule. For example, business process and configuration work has been limited and some project management activities have not been performed to the full extent. Although work on project activities related to future county implementations is progressing on schedule, concerns remain with over-allocation of resources and the potential for problems related to quality of deliverables, including the possibility of incomplete deliverables.

Status: AOC conducted a planning exercise to assign priorities to the work that must be completed over the next two years to identify allocations of AOC, Tyler, and county resources to planned activities. As noted in the Staffing area, funding for additional resources was provided by the legislature. Additionally, it may be necessary to decrease the scope of some activities, postpone activities, or eliminate some of them all together. This reduction applies to both project and legacy system support activities. Expectations should be set

accordingly with AOC and county stakeholders on the level of effort allocated to SC-CMS and legacy system activities.

To return to Executive Dashboard, click: #ExecDashboard

Category	Project Management and Sponsorship	Feb	May	July
Area of Assessment	Budget	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

Observation: As noted in the Staffing section of this report, funding was approved by the legislature for additional AOC resources to support the Odyssey-implemented counties and to support the continued rollout of the remaining counties.

To return to Executive Dashboard, click: #ExecDashboard

Category	Project Management and Sponsorship	Feb	May	July
Area of Assessment	PMO: Change, Risk, Issue, Quality Management	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

Observation: The project is performing project management and tracking processes at a minimum level.

To return to Executive Dashboard, click: #ExecDashboard

Solution

Category	Solution	Feb	May	July
Area of Assessment	Business Processes / System Functionality	Risk Being Addressed	Risk Being Addressed	Extreme Risk
Urgency	Very Urgent Consideration			

Observation/Risk: Several years ago, Spokane developed two Microsoft Access software applications, SuperMan and SuperCal (SM/SC), to supplant the limited calendaring and case management functionality provided by SCOMIS. Judges and the Court Administrator staff have integrated these local systems into their business processes. Although SM/SC are able to pull statewide case data from the AOC JIS data repository, the Spokane County Clerk must enter data from SM/SC into SCOMIS to keep JIS updated with Spokane's case information thus requiring that the same data be entered twice.

Initially, the AOC SC-CMS Project team understood SM/SC to be similar to software applications that were implemented at other counties to supplement the functionality provided by SCOMIS. In the other counties implemented thus far, software with duplicative functionality has been decommissioned and Judges, Court Administrator, and County Clerk personnel in those counties now use Odyssey to support their court business processes. However, it became clear in July that Spokane's preference is to maintain the current arrangement with Judges and the Court Administrator staff continuing to use only SM/SC to manage court business and have the County Clerk update Odyssey instead of SCOMIS to keep the data between the three systems synchronized. At this point it is not clear that it would be possible to update Odyssey with the same limited information that Spokane enters into SCOMIS due to the sophistication of the Odyssey integrated solution. Even if that were possible, currently the Spokane county clerk is several months behind in entering data into SCOMIS resulting in a severe data synchronization issue.

We noted a risk of increased costs with the implementation of ancillary systems that duplicate Odyssey functionality in 2014. If counties or courts implement custom-developed or purchased systems that have overlapping functionality with SC-CMS, then the scope, complexity, and cost of SC-CMS will almost certainly increase, adding risk to the project. Counties would bear not only the one-time implementation costs of the one-off, stand-alone software, but would have on-going maintenance costs for the software as well. Likewise, AOC would incur on-going maintenance costs for custom integration if one-off, stand-alone systems were implemented. This risk was successfully mitigated in October 2014 with the change to AOC policy that does not allow integrations with ancillary county systems with duplicative functionality. This policy change was followed up with a recommendation by the Project Steering Committee and approved by the JISC in June 2016 that the SC-CMS Project not allocate funding or resources to develop integrations with local ancillary systems that duplicate functionality provided by Odyssey.

As of the publication of this report, Spokane had identified three areas of functionality that are provided by SM/SC that are not provided directly by Odyssey. The SC-CMS project team is working with Spokane to determine if there are means acceptable to both Spokane and AOC to be able to discontinue the use of SM/SC. Changes may be required in Odyssey functionality or Spokane business processes to bridge the gap.

Recommendation: *bluecrane* agrees with the approach taken by AOC and Spokane to identify, in detail, the specific differences between SM/SC and Odyssey, and perform an analysis of alternatives to modify Spokane business processes or enhance Odyssey to meet Spokane's business requirements. Although commercial off-the-shelf (COTS) systems such as Odyssey do not offer the flexibility for modifications as custom systems do (usually at a relative higher cost and longer timeline), typically, the differences between a legacy system and a

COTS replacement system are in the location of data fields in the user interface and variances in workflow. Changes in the use of software interfaces are never easy to initially absorb but become acquired behavior over time. Training materials that map data fields and workflow between the legacy SM/SC system and Odyssey can help to overcome concerns in adapting to the new system.

If a decision on the implementation approach for Spokane is not made soon, it may be necessary to delay the Spokane Go-Live until preparations have been completed to ensure a successful transition.

To return to Executive Dashboard, click: #ExecDashboard

Category	Solution	Feb	May	July
Area of Assessment	System Requirements, Design, and Configuration	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

Observation: Configuration of Odyssey for Snohomish was successfully completed for the May 2016 implementation. Configuration for Event 5 Counties that will be implemented in late 2016 is underway. It is anticipated that modifications to statewide and local configurations will be made for the Odyssey-implemented counties as they become more familiar with the new system in the coming months. Significant changes to the configuration will be approved by the CUWG and will be processed through the Change Management process.

To return to Executive Dashboard, click: #ExecDashboard

Category	Solution	Feb	May	July
Area of Assessment	Solution Integrations	Risk	Risk Being Addressed	Risk Being Addressed
Urgency	Urgent Consideration			

Observation/Risk: Although the integration components that synchronize case and party data between Odyssey and other AOC judicial information systems (JIS) are working correctly, replication process errors are generated if information is not entered into Odyssey in a specific sequence by the counties. Due to the resource constraints identified in the Staffing area, a backlog of replication process problems began to develop in late 2015 and continued to grow until March 2016. The backlog prevents the synchronization of Odyssey data with data in other AOC and state systems. This has the potential to result in legal problems if court decisions are made using stale data in the JIS.

Status: During March, April, and May, additional resources applied to the problem were able to make a significant reduction in the backlog. However, the backlog began rising again in June and July. In July additional resources were identified for recruitment and when hired they will be applied to reducing the backlog.

In addition to applying resources to resolve replication errors, AOC has taken the following measures to prevent replication process errors from occurring:

1. Provide upcoming and implemented Odyssey counties with additional education and work guides to prevent incorrect data entry.

2. Implement modifications to Odyssey that will prevent future incorrect data entry, thus preventing the generation of replication process problems.
3. Remove restrictions from the SCOMIS legacy case management system that require that data be entered in a specific sequence.

The replication problem will persist until all counties have been migrated to Odyssey in 2018. In the meantime, there are "workarounds" available to help ensure that all critical information is available to court personnel via other means. Specifically, judges and court personnel have been notified of the potential problem of stale data in JIS and have been given instructions on how to view the most recent data using other data viewers such as the Odyssey Portal.

To return to Executive Dashboard, click: #ExecDashboard

Category	Solution	Feb	May	July
Area of Assessment	Information Retrieval and Reporting	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

Observation: Requirements gathering, analysis, and development of SC-CMS reports has been ongoing since the early stages of the project. A minimum set of reports was made available for the Pilot and Early Adopter Counties. Additional reports have been developed as needed to fulfill requirements as they have been identified for the upcoming and implemented counties. The project conducted an analysis to determine legacy system reports that can be replaced by Odyssey standard reports and those legacy reports that will require new reports developed using the Enterprise Custom Reports (ECR) tool.

The Odyssey Portal has been implemented to provide case information access to selected members of the public, including attorneys and title companies. Currently, multiple Portal access IDs are required for those that need access to case information and documents from multiple counties. Alternatives to remedy this problem are being developed.

The public will continue to use JIS-Link to access case information for counties where Odyssey has yet to be implemented.

To return to Executive Dashboard, click: #ExecDashboard

People

Category	People	Feb	May	July
Area of Assessment	Staffing	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Urgency	Urgent Consideration			

Observation/Risk: There has been significant effort by the SC-CMS Project Team and other AOC management and staff to facilitate and complete the implementation readiness activities for upcoming Counties and, ***at the same time,*** provide adequate support to the counties that have implemented Odyssey. The rollout of upcoming counties and support of counties that have implemented Odyssey requires sharing the limited AOC, Tyler, and County resources that (1) are knowledgeable and proficient in Odyssey functionality and (2) have experience with deployment of the system. Some of the resource deficit can be attributed to increasing of the initial scope of the project with document management, financials, and other functionality while having to hold project staffing to align with approved legislative funding levels.

Odyssey support and operational needs have been increasing over the past year since the Pilot County (Lewis County) implementation with the rollout of Early Adopter and Snohomish counties and will continue to increase over the next several years as Odyssey is implemented in the remaining counties. These needs include first and second level Help Desk support, configuration support, business process support, on-going training, release testing and deployment, AOC system integration support, county system integration support, and infrastructure support. The SC-CMS rollout will create a “bubble” of demand for support and operational resources that should eventually subside as court personnel increase their knowledge and skills in utilization of Odyssey and as AOC and county resources are redirected from support of legacy systems to support of SC-CMS. If the support “bubble” is not addressed, counties may experience delays in obtaining support from AOC, and the quality of the SC-CMS rollout to the remaining counties may be affected as the project team attempts to participate in both rollout and operational support activities.

Status: In April, AOC received additional funding for SC-CMS support and implementation positions from the legislature. Seven additional positions were added to several areas at AOC to support SC-CMS, including a Portal Administrator, three positions to support the integration with AOC systems, a Business Analyst, and two Help Desk positions.

AOC continues to mitigate the risks of constrained resources using the following approaches:

- AOC is continuing to transition operational support for the implemented SC-CMS counties to the groups in AOC that are responsible for operational support of the legacy systems. Due to the support bubble identified above, the level of operational support for legacy systems, including SCOMIS, will decrease as non-project resources at AOC take on the operational support of SC-CMS. This approach is very typical of new system implementations and necessary to ensure adequate resources are allocated to rollout and support of the new system. Support needs for legacy systems fall off sharply as a new replacement system is implemented since there is typically little value in allocating more than the minimum resources to keep the legacy system operating. Other support needs such as Help Desk and ongoing training are not required because of the in-depth knowledge of the legacy system in the counties. This allows the remaining counties to be nearly self-supporting during the rollout of the new system.

- AOC is preparing "Power Users" in the counties where Odyssey will be implemented in 2016 to become very proficient in the use of Odyssey so that they can assist other staff during the ramp-up following Go-Live;
- Engaging upcoming county staff to assist with readiness activities;
- Engaging county staff from the four counties where Odyssey has now been implemented to assist each other and to help with future county implementations;
- Temporarily allocating staff from other areas of AOC to the SC-CMS project;
- Leveraging Tyler resources where possible;
- Leveraging business processes and Odyssey configurations from the implemented counties for the upcoming counties where Odyssey will be implemented; and
- Utilizing "Lessons Learned" from the completed county implementations in order to help ensure that it will be unnecessary to repeat "course adjustments" made during those implementations.

To return to Executive Dashboard, click: #ExecDashboard

Category	People	Feb	May	July
Area of Assessment	Stakeholder Engagement / Organizational Change Management	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Urgency	Serious Consideration			

Observation/Risk: Although stakeholder engagement and organizational change management (OCM) activities have been utilized to help prepare AOC and county staff for the transition to the new system, resource constraints have limited efforts in this area primarily due to training activities. The project team continues to conduct periodic meetings with the counties that have implemented Odyssey to discuss operational issues and activities. The project team also meets with the next several counties who will implement Odyssey to discuss implementation activities. Although these meetings, along with periodic Town Hall meetings and Odyssey training, provide information to the counties, communications and engagement with stakeholders are limited. Additional organizational change management activities would help smooth the transition to the new system and business processes.

Recommendation: Additional resources should be allocated to stakeholder engagement and organizational change management activities using the SC-CMS Communication Plan as a guide to help smooth the transition through increased communication and awareness activities. These stakeholder activities should be coordinated with the business process activities identified in the Business Process/System Functionality area.

Status: The SC-CMS Project Manager and OCM/Training Lead are beginning to allocate more time to strategic planning and engagement activities with stakeholders. In February, the OCM/Training Lead began implementing the Stakeholder Engagement Plan that was developed in January. Communications are being facilitated between counties to help them support each other with (1) a Washington-specific area within Tyler Community for asking/answering questions, (2) automated email distribution lists, and (3) facilitated conference calls with the implemented counties.

To return to Executive Dashboard, click: #ExecDashboard

Category	People	Feb	May	July
Area of Assessment	Rollout, User Support, and Operations	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Urgency	Urgent Consideration			

Observation/Risk: Project resources are being stretched for support and operations of counties where Odyssey has already been implemented in addition to facilitating the rollout of Odyssey to the remaining counties. As a result, there have been delays in resolving issues that are occurring in Odyssey production counties. Work is underway to transition support and maintenance of SC-CMS to the operational organization within AOC. Additionally, as identified in the Staffing area, funding for additional resources was provided by the legislature. However, even with these mitigations, it is likely that a resource deficit will exist during the rollout timeframe.

To return to Executive Dashboard, click: #ExecDashboard

Category	People	Feb	May	July
Area of Assessment	Contract and Deliverables Management	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

Observation: The list and schedule of vendor deliverables are identified in the Tyler contract and are being managed by the project team. Vendor deliverables required for Go-Live events in the counties where Odyssey has been implemented thus far were completed in time for the implementations.

To return to Executive Dashboard, click: #ExecDashboard

Data

Category	Data	Feb	May	July
Area of Assessment	Data Preparation	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed
Urgency	Serious Consideration			

Observation/Risk: The AOC Data Quality Coordinator will coordinate preparation of data in AOC and local court applications. One of the preparation activities is the development of a data profiling report that will identify anomalies in data stored in the JIS that will be used by counties to clean the data. The preparation of data for conversion is typically a long, tedious activity that should be started as early as possible since the county resources that are allocated to data clean-up also have daily operations responsibilities.

If counties do not allocate sufficient resources to data preparation activities, data problems will be transferred to the new system. Data quality issues may affect the synchronization and replication processes, which could indirectly (or directly) impact court operations.

To return to Executive Dashboard, click: #ExecDashboard

Category	Data	Feb	May	July
Area of Assessment	Data Conversion	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

Observation: Conversion readiness activities, including validation of converted data converting documents for incorporating into Odyssey, are underway for Snohomish and Spokane Counties.

To return to Executive Dashboard, click: #ExecDashboard

Infrastructure

Category	Infrastructure	Feb	May	July
Area of Assessment	Statewide Infrastructure	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

Observation: The project continues readiness preparations to ensure sufficient capacity on the state network for the estimated volume of Odyssey and document management system transactions that will occur as counties are migrated into the production environment.

To return to Executive Dashboard, click: #ExecDashboard

Category	Infrastructure	Feb	May	July
Area of Assessment	Local Infrastructure	No Risk Identified	No Risk Identified	No Risk Identified
Urgency	N/A			

Observation: The SC-CMS project team is working with counties where Odyssey will be implemented in the future to ensure that (1) the local county workstations have been configured correctly and (2) the county servers and network are appropriately sized to handle the volume at Go-Live. Purchases of additional workstation and server hardware are being made as needed to fulfill infrastructure requirements.

To return to Executive Dashboard, click: #ExecDashboard

Part 3: 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***
- ***Solution***
- ***People***
- ***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 that 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
  - PMO: Change, Risk, Issue, Quality Management
- ***Solution***
  - Business Processes/System Functionality
  - System Requirements, Design, and Configuration
  - Solution Integrations
  - Information Retrieval and Reporting
- ***People***
  - Staffing
  - Stakeholder Engagement and Organizational Change Management
  - Rollout, User Support, and Operations

  - Contract Management / Deliverables Management
- ***Data***
  - Data Preparation
  - Data Conversion
- ***Infrastructure***
  - Statewide Infrastructure
  - Local Infrastructure

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 Risk Identified	**No Risk Identified:** "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 Configuration of the System
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 2 of our monthly report provides the detailed QA Dashboard with all of the elements described above.