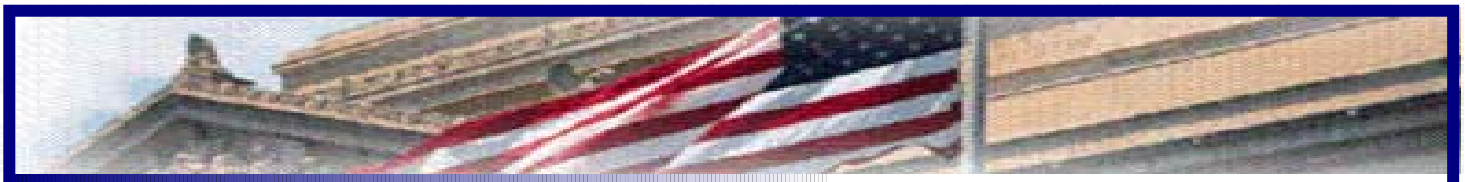

MANAGEMENT CONSULTING

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

September 30, 2012

Prepared by

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bluecrane ®

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September 30, 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 September 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 September 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 a *bluecrane* "QA Spotlight Report" that 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 September 2012 *bluecrane* QA Assessment

Executive Summary

This report provides the September 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 a *bluecrane* "QA Spotlight Report"." This Spotlight Report is the second ad-hoc report prepared by *bluecrane* for AOC and the SC-CMS Project. (The first dealt with the risks associated with the then impending departure of Jeff Hall.)

The purpose of the new 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

We are pleased to report that as of the end of September, the project team had made significant progress in a number of plans, greatly reducing the concerns we raised in previous QA

assessments. Plans that have yet to be developed by the team and approved by project sponsors are only the following:

- **Schedule Management Plan** – The Schedule Management Plan is under development. QA reviewed the draft Schedule Management Plan in September and provided comments. No serious deficiencies were identified.

- **Staffing Management Plan** – Revision of the Staffing Management Plan is underway (to incorporate a more effective staffing process.QA reviewed the revised Staffing Management Plan in September and provided comments. No serious deficiencies were identified.

- **Quality Management Plan** – The Quality Management Plan is under development. QA reviewed the Quality Management Plan in September. No significant deficiencies were identified.

- **Cost Management Plan** – Development of the Cost Management Plan began in August. QA reviewed the Cost Management Plan in September. No significant deficiencies were identified.

Schedule Management

In September, 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 team has an assigned scheduler with the necessary skillset to create and maintain a comprehensive schedule. The current schedule includes the detail that has been provided to her. The Deputy Project Manager conducted a number of meetings to decompose additional tasks to a greater level of detail and to add a number of additional tasks to the schedule in September. The SC-CMS Project Schedule is in the process of being updated to reflect the decomposed tasks.

People

Staffing and Project Facilities

The project team has begun to address the risk raised in previous QA assessments related to the Staffing Management Plan (see item above under “Various Project Management Plans”). However, there is a concern related to the depth of court business process knowledge actively engaged in the project. While knowledgeable in some areas of court processes, the business analysts in several areas of the project, including the SC-CMS Project Team, COTS Prep-Application Team, and the CBO lack deep court business process knowledge. The lack of depth needs to be addressed (see recommendations below) in order to avoid negative impacts to quality and/or longer durations of analysis activities.

Background/impact: 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 and several have some knowledge of court business processes, 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 than expected because of the need for business analysts to obtain additional information from subject matter experts.

Recommendation: 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 involved. 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.

Vendor Procurement

The project team addressed the risk identified in previous QA assessments related to the lack of alternates for certain categories of proposal evaluators. Evaluation is underway.

Contracts Management/Deliverables Management

The project team has addressed the risk identified in previous QA assessments related to the lack of a documented approach to contract management. QA reviewed the Deliverables Management Plan in September. No significant deficiencies were identified.

Application

Requirements 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 are not yet fully defined.

Status: Although AOC has purchased licenses for RRC, the CBO and SC-CMS project are not currently able to use the tool because the AOC requirements management processes have not been fully defined.

Recommendation: If the AOC enterprise requirements management process can be defined in a relatively short period of time (2-4 weeks), then the impact to the SC-CMS Project should be minimal. Alternatively, if it is anticipated that the enterprise requirements process will take longer to define, then the SC-CMS project should work with the AOC enterprise architects to develop a hybrid approach that leverages what is available of the enterprise approach while moving forward with RRC as a requirements management tool for SC-CMS. To the extent an evolution can be envisioned towards more fully utilizing the enterprise approach when it is available, a plan should be put in place to do so. However, developing such an evolution and plan should not be a prerequisite for SC-CMS moving forward.

Tools

Observation/Risk: Lack of a requirements management tool may delay critical path tasks which may delay the start of Phase 2.

This observation/risk is tied to the risk and circumstances described above under "Requirements Management."

Data

QA assessments in this area have not begun yet.

Infrastructure

QA assessments in this area have not begun yet.

bluecrane QA Dashboard "Snapshot"

Project Area	Summary *bluecrane* QA Assessment				
	Urgency	July 2012	August 2012	September 2012	Observations/Risks
		Project Management and Sponsorship			
Governance	N/A	Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The project team has addressed the risk raised in previous QA assessments regarding the lack of clarity and specificity in the project's governance approach.
Scope	N/A	Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The project team has addressed the risk raised in previous QA assessments regarding the project's scope management approach and processes lacking clarity and specificity.
Schedule	Serious Consideration	Risk	Risk Being Addressed	Risk Being Addressed	**Observation/Risk 1:** The project team is addressing the risks raised in previous QA assessments regarding the lack of a documented, effective schedule management approach. **Observation/Risk 2:** The project team is in the process of updating 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	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project's approach to managing budget and cost has not been developed or published.
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 Being Addressed	Risk	**Observation/Risk 1:** Lack of business analysts with deep court business process knowledge may impact the quality and/or duration of analysis activities. **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	July 2012	August 2012	September 2012	Observations/Risks
		Project Management and Sponsorship			
Change Management	N/A	Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The project team addressed the risk raised in previous QA assessments regarding the need for a Change Management Plan. (Note: this item refers to management of changes to the project, not organizational change management. Project changes may include modifications to scope, schedule, budget, requirements, resources, and other items.)
Risk Management	Serious Consideration	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation 1:** The project team addressed the risk identified in previous QA assessments regarding the lack of a Risk Management Plan. **Observation/Risk 2:** The project team has begun to address the risk noted in previous QA assessments regarding risks not being adequately identified and tracked by the project.
Issue Management	Serious Consideration	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation 1:** The project team addressed the risk identified in previous QA assessments regarding the lack of an Issue Management Plan. **Observation/Risk 2:** In order to identify and track issues adequately, the project team should begin to implement the processes documented in the Issue Management Plan.
Quality Management	Serious Consideration	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project's approach to managing deliverable quality has not been developed or published.

Project Area	Summary *bluecrane* QA Assessment				
	Urgency	July 2012	August 2012	September 2012	Observations/Risks
		People			
Stakeholder Engagement	N/A	Risk Being Addressed	No Risk Identified	No Risk Identified	
Business Processes / System Functionality	N/A	Not Assessed	Not Assessed	Not Assessed	
Vendor Procurement	N/A	Risk	Risk	No Risk Identified	**Observation:** The project team addressed the risk identified in previous QA assessments related to the lack of alternates for certain categories of proposal evaluators.
Contract Management / Deliverables Management	Serious Consideration	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project team has addressed 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	July 2012	August 2012	September 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	**Observation/Risk:** Delay in the utilization of a requirements management tool may impact critical path tasks which may delay the start of Phase 2.
Application Interfaces	N/A	No Risk Identified	No Risk Identified	No Risk Identified	
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	
Tools	Serious Consideration	Not Started	Not Started	Risk	**Observation/Risk:** Delay in the utilization of a requirements management tool may impact critical path tasks which may delay the start of Phase 2.

Project Area	Summary *bluecrane* QA Assessment				
	Urgency	July 2012	August 2012	September 2012	Observations/Risks
		Data			
Data Preparation	N/A	Not Started	Not Started	Not Started	
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	Not Started	
Regional Infrastructure	N/A	Not Started	Not Started	Not Started	
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 September 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**
People	**Risk Being Addressed**
Application	**Risk**
Data	**Not Assessed**
Infrastructure	**Not Assessed**

Project Management and Sponsorship	Governance	Urgency - Not Applicable

Summary *bluecrane* QA Assessment

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Project Management and Sponsorship			
Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The project team has addressed the risk raised in previous QA assessments regarding the lack of clarity and specificity in the project's governance approach.
			Status: The project team developed a Governance Management Plan in July. The Governance Management Plan was reviewed by the SC-CMS Project Sponsors and was approved in August. The Court User Work Group Charter has been approved by the SC-CMS Project Sponsors as well. The Governance Management Plan and Court User Work Group Charter were presented to JISC in the September JISC meeting and both were approved.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment
Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The project team has addressed the risk raised in previous QA assessments regarding the lack of clarity and specificity in the project's governance approach.	Not Assessed	Not Assessed	Not Assessed		No Risk Identified	No Risk Identified	No Risk Identified	
			Status: The project team developed a Governance Management Plan in July. The Governance Management Plan was reviewed by the SC-CMS Project Sponsors and was approved in August. The Court User Work Group Charter has been approved by the SC-CMS Project Sponsors as well. The Governance Management Plan and Court User Work Group Charter were presented to JISC in the September JISC meeting and both were approved.				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

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Project Management and Sponsorship			
Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The project team has addressed the risk raised in previous QA assessments regarding the project's scope management approach and processes lacking clarity and specificity.
			Status: The team has documented the process for managing scope in the Change Management Plan. QA reviewed the Change Management Plan in August. No significant deficiencies were identified. The Change Management Plan was approved by the Project Sponsors in September.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment
Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The project team has addressed the risk raised in previous QA assessments regarding the project's scope management approach and processes lacking clarity and specificity.	Not Assessed	Not Assessed	Not Assessed		No Risk Identified	No Risk Identified	No Risk Identified	
			Status: The team has documented the process for managing scope in the Change Management Plan. QA reviewed the Change Management Plan in August. No significant deficiencies were identified. 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.				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	Serious Consideration

Summary *bluecrane* QA Assessment

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Project Management and Sponsorship			
Risk	Risk Being Addressed	Risk Being Addressed	**Observation/Risk 1:** The project team is addressing the risks raised in previous QA assessments regarding the lack of a documented, effective schedule management approach. **Observation/Risk 2:** The project team is in the process of updating 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 is under development. QA reviewed the draft Schedule Management Plan in September and provided comments. No serious deficiencies were identified. **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 current schedule includes the detail that has been provided to her. The Deputy Project Manager conducted a number of meetings to decompose additional tasks to a greater level of detail and to add a number of additional tasks to the schedule in September. The SC-CMS Project Schedule is in the process of being updated to reflect the decomposed tasks.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment
Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**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	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project team is in the process of updating 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 of Activities Related to Observation/Risk: The Schedule Management Plan is under development. QA reviewed the draft Schedule Management Plan in September and provided comments. No serious deficiencies were identified.				**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 current schedule includes the detail that has been provided to her. The Deputy Project Manager conducted a number of meetings to decompose additional tasks to a greater level of detail and to add a number of additional tasks to the schedule in September. The SC-CMS Project Schedule is in the process of being 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

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Project Management and Sponsorship			
Risk	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project's approach to managing budget and cost has not been developed or published.
			Impact: Lack of an effective budgeting and cost management processes may hamper the project's ability to track, report, and control costs. **Recommendation:** Develop and execute a Cost Management Plan. The objective here is to develop effective budgeting and cost management processes, not to create a "shelfware" document. However, the process of developing the needed approaches and articulating the specifics of the approaches in a plan will lead the team to grapple with and resolve critical issues, and bring clarity to a vital area that is currently imprecisely defined and understood. **Status:** Development of the Cost Management Plan began in August. QA reviewed the Cost Management Plan in September. No significant deficiencies were identified.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment
Risk	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project's approach to managing budget and cost has not been developed or published.	Not Assessed	Not Assessed	Not Assessed		No Risk Identified	No Risk Identified	No Risk Identified	
			Impact: Lack of an effective budgeting and cost management processes may hamper the project's ability to track, report, and control costs. **Recommendation:** Develop and execute a Cost Management Plan. The objective here is to develop effective budgeting and cost management processes, not to create a "shelfware" document. However, the process of developing the needed approaches and articulating the specifics of the approaches in a plan will lead the team to grapple with and resolve critical issues, and bring clarity to a vital area that is currently imprecisely defined and understood. **Status:** Development of the Cost Management Plan began in August. QA reviewed the draft Schedule Management Plan in September and provided comments. No serious deficiencies were identified.				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

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Project Management and Sponsorship			
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			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 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 various project meetings. A project status report is developed bi-weekly but published only to the project library.				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

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Risk Being Addressed	Risk Being Addressed	Risk	**Observation/Risk 1:** Lack of business analysts with deep court business process knowledge may impact the quality and/or duration of analysis activities. **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 2:** Revision of the Staffing Management Plan is underway. QA reviewed the revised Staffing Management Plan in September and provided comments. No serious deficiencies were identified.

Project Management and Sponsorship	Staffing and Project Facilities (continued)	Serious Consideration

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 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	No Risk Identified	Risk	**Observation/Risk:** Lack of business analysts with deep court business process knowledge may impact the quality and/or duration of analysis activities.
			Status: Revision of the Staffing Management Plan is underway. QA reviewed the revised Staffing Management Plan in September and provided comments. No serious deficiencies were identified.				The Staffing Plan is being updated to reflect the composition of the current project resources and to plan for upcoming resource needs. A resource assignment matrix is being utilized to identify responsibilities for participation in project activities by project team members. QA will perform an assessment of current and future staff utilization after the staff planning effort has been completed.				**Impact:** 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:** 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.

Project Management and Sponsorship	Change Management	Urgency – Not Applicable

Summary *bluecrane* QA Assessment

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Project Management and Sponsorship			
Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The project team addressed the risk raised in previous QA assessments regarding the need for a Change Management Plan. (Note: this item refers to management of changes to the project, not organizational change management. Project changes may include modifications to scope, schedule, budget, requirements, resources, and other items.)

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment
Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The project team addressed the risk raised in previous QA assessments regarding the need for a Change Management Plan. (Note: this item refers to management of changes to the project, not organizational change management. Project changes may include modifications to scope, schedule, budget, requirements, resources, and other items.)	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	Serious Consideration

Summary *bluecrane* QA Assessment

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Project Management and Sponsorship			
Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation 1:** The project team addressed the risk identified in previous QA assessments regarding the lack of a Risk Management Plan. **Observation/Risk 2:** The project team has begun to address the risk noted in previous QA assessments regarding risks not being adequately identified and tracked by the project.
			Status of Activities Related to Observation/Risk 1: The Risk Management Plan was approved by the Project Sponsors in September. **Status of Activities Related to Observation/Risk 2:** The project team took initial steps towards instituting formal risk management by conducting a risk identification session in September.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment
Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The project team addressed the risk identified in previous QA assessments regarding the lack of a Risk Management Plan.	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project team has begun to address the risk noted in previous QA assessments regarding risks not being adequately identified and tracked by the project.	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 took initial steps towards instituting formal risk management by conducting 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	Serious Consideration

Summary *bluecrane* QA Assessment

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Project Management and Sponsorship			
Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation 1:** The project team addressed the risk identified in previous QA assessments regarding the lack of an Issue Management Plan. **Observation/Risk 2:** In order to identify and track issues adequately, the project team should begin to implement the processes documented in the Issue Management Plan.
			Status of Activities Related to Observation 1: The Issue Management Plan was approved by the Project Sponsors in September. **Recommendation for Observation/Risk 2:** The project team should begin to identify and track issues consistent with the Issue Management Plan now that the plan has been approved.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment
Risk Being Addressed	Risk Being Addressed	No Risk Identified	**Observation:** The project team addressed the risk identified in previous QA assessments regarding the lack of an Issue Management Plan.	Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** In order to identify and track issues adequately, the project team should begin to implement the processes documented in the Issue Management Plan.	Not Assessed	Not Assessed	No Risk Identified	
			Status: The Issue Management Plan was approved by the Project Sponsors in September.				**Recommendation:** The project team should begin to identify and track issues consistent with the Issue Management Plan now that the plan has been approved.				Although several issues have been identified in the last several months, the issues are not currently being discussed at project update meetings are not provided to stakeholders in a project status report.

Project Management and Sponsorship	Quality Management	Serious Consideration

Summary *bluecrane* QA Assessment

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Project Management and Sponsorship			
Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project's approach to managing deliverable quality has not been developed or published.
			Impact: Lack of an effective quality management process may result in unacceptable deliverables or deliverables that do not meet expectations. **Recommendation:** Develop an approach to quality management for project deliverables. Document the approach in a Quality Management Plan and begin to execute the Plan. **Status:** The Quality Management Plan is under development. QA reviewed the Quality Management Plan in September. No significant deficiencies were identified.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment
Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project's approach to managing deliverable quality has not been developed or published.	Not Assessed	Not Assessed	Not Assessed		Not Assessed	Not Assessed	Not Assessed	
			Impact: Lack of an effective quality management process may result in unacceptable deliverables or deliverables that do not meet expectations. **Recommendation:** Develop an approach to quality management for project deliverables. Document the approach in a Quality Management Plan and begin to execute the Plan. **Status:** The Quality Management Plan is under development. QA reviewed the Quality Management Plan in September. No significant deficiencies were identified.				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

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
People			
Risk Being Addressed	No Risk Identified	No Risk Identified	
			Status: Stakeholder engagement activities are underway including development of a Stakeholder Engagement Plan, internal newsletter, talking points, and PowerPoint presentations for AOC executives. QA reviewed and provided comments on the Stakeholder Engagement Plan in August QA provided the project with Organizational Change Management planning and execution documents and provided assistance in differentiating between Organizational Change Management (working with *impacted* stakeholders) and Stakeholder Relationship Management (working with *impacting* stakeholders). Based on direction from the co-Project Sponsors, the Organization Change Management (OCM) Plan will be revised to include additional description of detailed OCM activities.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment
Risk Being Addressed	No Risk Identified	No Risk Identified		Risk Being Addressed	No Risk Identified	No Risk Identified		Not Assessed	Not Assessed	Not Assessed	
			Based on direction from the co-Project Sponsors, the Organization Change Management (OCM) Plan will be revised to include additional description of detailed OCM activities.				Stakeholder engagement activities are underway including development of a Stakeholder Engagement Plan, internal newsletter, talking points, and PowerPoint presentations for AOC executives. QA reviewed and provided comments on the Stakeholder Engagement Plan in August. QA provided the project with Organizational Change Management planning and execution documents and provided assistance in differentiating between Organizational Change Management (working with *impacted* stakeholders) and Stakeholder Relationship Management (working with *impacting* stakeholders).				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

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
People			
Not Assessed	Not Assessed	Not Assessed	
			Status: The Court Business Office (CBO) is planning to perform 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 planned to begin at the end of August and is planned to be completed in January 2013

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 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

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
People			
Risk	**Risk**	**No Risk Identified**	**Observation:** The project team addressed the risk identified in previous QA assessments related to the lack of alternates for certain categories of proposal evaluators.
			Status: The project resolved this risk by adding an additional judge to the evaluation team in September.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment
Risk	Risk	No Risk Identified	**Observation:** The project team addressed the risk identified in previous QA assessments related to the lack of alternates for certain categories of proposal evaluators.	Risk	Risk	No Risk Identified	**Observation:** The project team addressed the risk identified in previous QA assessments related to the lack of alternates for certain categories of proposal evaluators. Evaluation is underway.	No Risk Identified	No Risk Identified	No Risk Identified	

People	Contract Management / Deliverables Management	Serious Consideration

Summary *bluecrane* QA Assessment

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
People			
Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project team has addressed the risk identified in previous QA assessments related to the lack of a documented approach to contract management.
			Status: QA reviewed the Deliverables Management Plan in September. No significant deficiencies were identified.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment
Risk Being Addressed	Risk Being Addressed	Risk Being Addressed	**Observation/Risk:** The project team has addressed 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: QA reviewed the Deliverables Management Plan in September. No significant deficiencies were identified.				QA will perform an assessment of the execution of the Deliverables Management Plan after execution of the Plan begins.				

People	Various	Urgency - Not Applicable

Project Area	Summary *bluecrane* QA Assessment			
	July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
	People			
Training and Training Facilities	Not Started	Not Started	Not Started	
Local Court Preparation	Not Started	Not Started	Not Started	
User Support	Not Started	Not Started	Not Started	

Application	Application Architecture	Urgency - Not Applicable

Summary *bluecrane* QA Assessment

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Application			
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			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 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

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Application			
Risk Being Addressed	Risk Being Addressed	Risk	**Observation/Risk:** Delay in the utilization of a requirements management tool may impact critical path tasks which may delay the start of Phase 2.
			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 are not yet fully defined. **Status:** Although AOC has purchased licenses for RRC, the CBO and SC-CMS project are not currently able to use the tool because the AOC requirements management processes have not been fully defined. **Recommendation:** If the AOC enterprise requirements management process can be defined in a relatively short period of time (2-4 weeks), then the impact to the SC-CMS Project should be minimal. Alternatively, if it is anticipated that the enterprise requirements process will take longer to define, then the SC-CMS project should work with the AOC enterprise architects to develop a hybrid approach that leverages what is available of the enterprise approach while moving forward with RCC as a requirements management tool for SC-CMS. To the extent an evolution can be envisioned towards more fully utilizing the enterprise approach when it is available, a plan should be put in place to do so. However, developing such an evolution and plan should not be a prerequisite for SC-CMS moving forward.

Application	Requirements Management (continued)	Serious Consideration

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment
Risk Being Addressed	Risk Being Addressed	Risk	**Observation/Risk:** Delay in the utilization of a requirements management tool may impact critical path tasks which may delay the start of Phase 2.	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. **Recommendation:** If the enterprise requirements management process can be defined in a short timeframe (2-4 weeks) the impact to the project will be low. If is anticipated that the enterprise requirements process will require a significant effort, then the SC-CMS project should use what they can of the enterprise approach and consult with enterprise architects to establish the tool for use in the project. **Status:** Rational Requirements Composer (RRC) has been selected as the tool for managing requirements. Although AOC has purchased licenses the CBO and SC-CMS project are not currently able to use the project because the AOC requirements management processes have not been fully defined. There is a desire that the SC-CMS project use the AOC enterprise requirements management process.				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

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Application			
No Risk Identified	No Risk Identified	No Risk Identified	
			Status: A change in approach to the implementation of the Information Networking Hub (INH) has mitigated the risk that required components of the system would not be sufficiently implemented when needed by the SC-CMS Project. Modules being developed to provide an interface between the legacy superior court application, SCOMIS, and the Pierce County court application, LINX, will be used as the interface between INH and SCOMIS. Most of these modules have already been developed and tested. A small number of modules remain under development. QA will continue to assess the progress of the INH application and the likelihood of the application to be implemented in the necessary timeframe to support the SC-CMS project.

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 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: A change in approach to the implementation of the Information Networking Hub (INH) has mitigated the risk that required components of the system would not be sufficiently implemented when needed by the SC-CMS Project. Modules being developed to provide an interface between the legacy superior court application, SCOMIS, and the Pierce County court application, LINX, will be used as the interface between INH and SCOMIS. Most of these modules have already been developed and tested. A small number of modules remain under development. QA will continue to assess the progress of the INH application and the likelihood of the application to be implemented in the necessary timeframe to support the SC-CMS project.				The plan for INH was modified and is currently being executed.					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

Summary *bluecrane* QA Assessment

July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
Application			
Not Started	**Not Started**	**Risk**	**Observation/Risk:** Delay in the utilization of a requirements management tool may impact critical path tasks which may delay the start of Phase 2.
			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 SC-CMS requirements. (2) There is a desire that the SC-CMS Project use the AOC enterprise requirements management processes, which have not yet been defined. **Status:** Although AOC has purchased licenses for RCC, the CBO and SC-CMS Project are not currently able to use the tool because the AOC requirements management processes have not been fully defined. **Recommendation:** If the AOC enterprise requirements management process can be defined in a short period of time (2-4 weeks), then the impact to the SC-CMS Project should be minimal. If it is anticipated that the development of AOC enterprise requirements processes will require a longer period of time, then the SC-CMS Project should consult with AOC enterprise architects to leverage what is currently available of the AOC enterprise requirements processes and begin utilizing RCC to manage SC-CMS requirements. If the SC-CMS Project and the AOC enterprise architects can envision a path for the SC-CMS Project's requirements management approach to evolve along with the AOC enterprise approaches, the a plan should be put in place to do so. However, such a plan should not be a prerequisite for the SC-CMS Project to move forward with the requirements management activities that are necessary for the project's progress.

Application	Tools (continued)	Urgency - Not Applicable

Detailed *bluecrane* QA Assessment

Project Planning				Project Execution				Achievement of Expected Results			
July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment	July 2012	August 2012	September 2012	Assessment
Not Started	Not Started	Risk	**Observation/Risk:** Delay in the utilization of a requirements management tool may impact critical path tasks which may delay the start of Phase 2.	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 SC-CMS requirements. (2) There is a desire that the SC-CMS Project use the AOC enterprise requirements management processes, which have not yet been defined. **Status:** Although AOC has purchased licenses for RCC, the CBO and SC-CMS Project are not currently able to use the tool because the AOC requirements management processes have not been fully defined. **Recommendation:** If the AOC enterprise requirements management process can be defined in a short period of time (2-4 weeks), then the impact to the SC-CMS Project should be minimal. If it is anticipated that the development of AOC enterprise requirements processes will require a longer period of time, then the SC-CMS Project should consult with AOC enterprise architects to leverage what is currently available of the AOC enterprise requirements processes and begin utilizing RCC to manage SC-CMS requirements. If the SC-CMS Project and the AOC enterprise architects can envision a path for the SC-CMS Project's requirements management approach to evolve along with the AOC enterprise approaches, a plan should be put in place to do so. However, such a plan should not be a prerequisite for the SC-CMS Project to move forward with the requirements management activities that are necessary for the project's progress.										

Application	Various	Urgency - Not Applicable

Project Area	Summary *bluecrane* QA Assessment			
	July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
	Application			
Application Infrastructure	Not Started	Not Started	Not Started	
Implementation	Not Started	Not Started	Not Started	
Reporting	Not Started	Not Started	Not Started	
Testing	Not Started	Not Started	Not Started	

Data	Various	Urgency - Not Applicable

Project Area	Summary *bluecrane* QA Assessment			
	July 2012	August 2012	September 2012	Observations/Risks ---------- Assessment/Recommendation(s)/Status
	Data			
Data Preparation	Not Started	Not Started	Not Started	
Data Conversion	Not Started	Not Started	Not Started	
Data Security	Not Started	Not Started	Not Started	
	Infrastructure			
Headquarters Infrastructure	Not Started	Not Started	Not Started	
Regional Infrastructure	Not Started	Not Started	Not Started	
Partner Infrastructure	Not Started	Not Started	Not Started	
Technical Help Desk	Not Started	Not Started	Not Started	