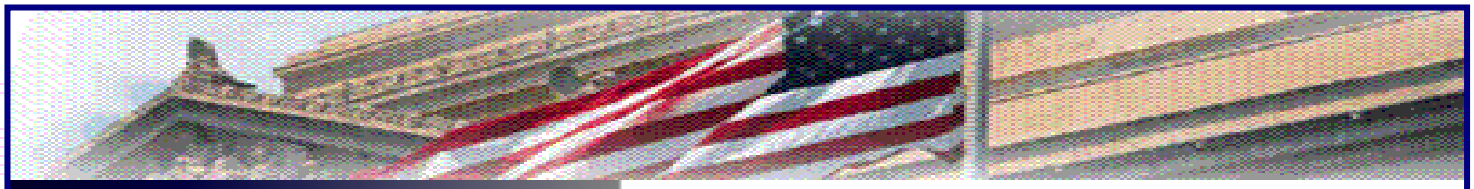

bluecrane

MANAGEMENT CONSULTING FOR STATE AND LOCAL GOVERNMENTS

EXECUTIVE ADVISEMENT

QUALITY ASSURANCE

PROJECT OVERSIGHT

PROJECT MANAGEMENT

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

September 30, 2014

Prepared by

Bluecrane, Inc.

bluecrane ®

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Part 1: Executive Summary and Assessment Dashboard

Executive Summary

This report provides the September 2014 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. In this report, we debut a new, simplified reporting format. The first part of the report, this Executive Summary, provides a narrative overview along with a brief Executive Dashboard that highlights only those risks rated red, yellow, or blue. Immediately following the Executive Summary is our detailed report that includes a rolling 3-month history of risk ratings for each item assessed.

For September, we continue to identify two key risks that have been raised in prior months:

Schedule risk. In previous reports we identified a risk that the tracking mechanisms in the SC-CMS sub-projects did not contain an adequate level of detail and did not have adequate dependencies identified between individual tasks to provide a high-level of confidence that project milestones including the June. 2015 pilot go-live date could be met.

In the past several months, additional effort has been applied to schedule tracking including the assignment of a project manager dedicated to the SC-CMS party replication sub-project that is part of the overall Information Networking Hub (INH) project. The SC-CMS/INH project manager has been working with the development team to understand the remaining work and develop a detailed set of tasks for completion of the sub-project. However, a refined work estimate will not be available until the SC-CMS/INH party replication design is completed in October. Based on preliminary estimates, the SC-CMS/INH party replication sub-project will likely have to be extended several months. It is not yet clear what impact the extension of this sub-project will have on the overall SC-CMS project schedule and on the pilot go-live date. Based on this preliminary estimate, AOC has allocated additional technical and testing resources to the SC-CMS/INH party replication sub-project.

County ancillary systems that duplicate the functionality of Odyssey. As noted in previous reports, the purchase by counties of products that provide the same functionality as Odyssey components results in duplicated functionality and costs. A policy was developed and presented to the JISC in September. The JISC suggested several changes to the policy wording. An update will be made to the policy and presented at the next JISC meeting.

Executive Dashboard – Risks At-a-Glance

Category	Area of Assessment	Urgency	Noteworthy Risks/Comments
Extreme Risks			
(No Extreme Risks to Report)			
Noteworthy Risks			
(No Noteworthy Risks to Report)			
Risks Being Addressed			
Project Management and Sponsorship	Schedule	Urgent Consideration	• In previous reports we identified a risk that although quite a lot of the work has been identified at a high level, the project schedules and various tracking lists did not contain an adequate level of detail and did not have adequate dependencies identified between individual tasks to provide a high-level of confidence that project milestones including the June 2015 pilot go-live date could be met. • Efforts to identify the work required to complete the INH party replication and develop estimates continued in September. • Based on preliminary estimates, the INH party replication sub-project will likely have to be extended several months. • Additional technical and testing resources have been allocated to the INH party replication sub-project.

Category	Area of Assessment	Urgency	Noteworthy Risks/Comments
Project Management and Sponsorship	Staffing	Urgent Consideration	• Resources allocated to project scheduling activities have been inadequate to provide the detailed information required for a high-level of confidence that the schedule is achievable. • In September, additional effort was placed on the INH party replication subproject to refine the project schedule and these effort will continue in October. • Additional effort also continued to be applied to add detail to other areas of the SC-CMS project schedule.
Application	Application Interfaces	Urgent Consideration	• Integration work activities are being tracked in multiple schedules and lists by multiple project managers. In the past, the project schedules have not been sufficiently decomposed and dependencies have not been adequately tracked. • In September, there were some efforts to add details to the schedules and additional effort is anticipated in October when the INH Party Replication will be complete.
Project Management and Sponsorship	Governance	Serious Consideration	• Currently, AOC does not have a policy regarding the support of county ancillary systems that duplicate the functionality of AOC systems that are in the process of being implemented. The purchase by counties of products that provide the same functionality as Odyssey components duplicate functionality and costs. • A policy was developed and presented to the JISC in September. The JISC suggested several changes to the policy wording. An update will be made to the policy and presented at the next JISC meeting.

Category	Area of Assessment	Urgency	Noteworthy Risks/Comments
Project Management and Sponsorship	Scope	Serious Consideration	• The risk of duplicated functionality (and associated costs) discussed above under Governance, has ramifications related to Scope as well.

Part 2: *bluecrane* Detailed Assessment Report for September 2014

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

		Jul 2014	Aug 2014	Sep 2014
Category:	**Project Management and Sponsorship**	**Risk Being Addressed**	**Risk Being Addressed**	**Risk Being Addressed**
Area of Assessment:	**Governance**			
Urgency:	**Serious Consideration**			

Observation/Risk 1: Currently, AOC does not have a policy regarding the support of county ancillary systems that duplicate the functionality of AOC systems that are in the process of being implemented. The purchase by counties of products that provide the same functionality as Odyssey components duplicates functionality and costs. This is a risk that should be addressed by AOC, and potentially, the JISC.

Risk/Impact: If counties or courts continue to 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 interfaces if one-off, stand-alone systems are implemented. Failure to mitigate this risk now with a defined policy and approach fosters a continuing high degree of uncertainty.

Recommendation: AOC and/or the JISC should adopt a policy regarding the implementation of ancillary systems by counties that provide duplicative functionality of systems being implemented by AOC. Existing policies should be reviewed to see if modification of a current policy would provide the necessary guidance for counties. If an existing policy cannot be modified, then a new policy should be adopted to outline the AOC support guidelines for county systems.

Status: A meeting with AOC IT managers was conducted in July to discuss the issue. A policy was developed and presented to the JISC in September. The JISC suggested several changes to the policy wording. An update will be made to the policy and presented at the next JISC meeting.

Category:	**Project Management and Sponsorship**	**Jul 2014**	**Aug 2014**	**Sep 2014**
Area of Assessment:	**Scope**	**Risk Being Addressed**	**Risk Being Addressed**	**Risk Being Addressed**
Urgency:	**Serious Consideration**			

Observation/Risk 1: The scope of the SC-CMS project is established in the SC-CMS RFP requirements and deliverables as established by the SC-CMS contract with Tyler Technologies. The risk of duplicated functionality (and associated costs) discussed above under Governance has ramifications related to project scope as well.

Risk/Impact: Over time, several Washington counties have implemented ancillary systems to supplement the lack of functionality in the legacy systems that SC-CMS will replace. Replacement of these ancillary systems with SC-CMS functionality is an important aspect of the SC-CMS implementation in order to realize cost savings and improved reliability inherent in an integrated system. If counties continue to implement custom-developed or purchased systems that have overlapping functionality with SC-CMS, then the scope, complexity, and cost of the SC-CMS project will almost certainly increase, adding risk to the project. Duration of the project may also have to be extended. Counties will bear not only the one-time implementation costs of the one-off, stand-alone software, but will have on-going maintenance costs for the software. Likewise, AOC will incur on-going maintenance costs for custom interfaces if one-off, stand-alone systems are implemented.

Recommendation: AOC should work with counties to help them understand the capabilities of Odyssey components, including SessionWorks Judges Edition and the functionality, integration, and cost advantages of using Odyssey components.

Status: A meeting with AOC IT managers was conducted in July to discuss the issue. A policy was developed and presented to the JISC in September. The JISC suggested several changes to the policy wording. An update will be made to the policy and presented at the next JISC meeting.

		Jul 2014	Aug 2014	Sep 2014
Category:	**Project Management and Sponsorship**	**Risk**	**Risk Being Addressed**	**Risk Being Addressed**
Area of Assessment:	**Schedule**			
Urgency:	**Urgent Consideration**			

Observation/Risk – Lack of Schedule Decomposition and Integration: Successful on-time delivery of the SC-CMS Project requires the ability to estimate and plan the work required to complete the project, monitor the plan as the project progresses, and make adjustments to keep the project on track. Additionally, the SC-CMS Project has dependencies on integration components that are being developed as part of the Information Networking Hub (INH) Project as well as two projects under the umbrella effort known as Commercial-off-the-Shelf Preparation (COTS Prep). All of this project work must planned, monitored, and adjustments made as needed to meet the pilot go-live date of June 2015.

In order to ensure adequate tracking of the AOC SC-CMS efforts, Tyler SC-CMS work, INH, and COTS Prep, it is necessary to have (1) project schedules for each individual project that are at a level of detail adequate to determine resource requirements to achieve timing commitments and (2) an integrated view of the schedules that provides a level of confidence that dependencies between and among the individual projects are being tracked and coordinated so that the overall combined efforts are on-track for timely completion.

In previous reports we identified a risk that although quite a lot of the work has been identified at a high level, the project schedules and various tracking lists did not contain an adequate level of detail and did not have adequate dependencies identified between individual tasks to provide a high-level of confidence that project milestones including the June 2015 pilot go-live date could be met. Additionally, the activities that are being tracked are lacking properties that have been identified in the SC-CMS Schedule Management Plan as necessary to adequately plan and track progress toward successful completion of project deliverables. Examples of schedule management variances include high level activities that do not have an assigned resource, and lack of a schedule baseline.

We identified several causes to the schedule situation:

- Lack of resources to adequately develop and maintain the schedules to the level of detail required to use the schedules and lists to accurately determine the probability of meeting milestones leading up to pilot go-live in June, 2015.
- The schedule work is documented and tracked in different formats including Microsoft Project schedules, Excel spreadsheets, and the whiteboard in the project room. Related activities are tracked in different schedules and lists, making the tracking of dependencies very difficult.
- Related project work is being tracked by different people making it difficult to get a holistic view of the project work.

Impact: The amount of work to complete project activities may be underestimated or resources may be over-allocated. If inaccurate estimates are not identified until late in a work activity, a delay in the completion of those components could result in a delay of the SC-CMS pilot go-live date. Additionally, lack of identifying dependencies between work activities may result in delayed milestones or unintentional misrepresentation of scheduled activities.

Recommendation:

- AOC should conduct a multi-day schedule review session with project managers and stakeholders to:
    a. Review and identify all work required to launch the pilot site including: requirements, design, development, conversion, testing (unit, system, integration, performance, UAT), county readiness, training, support, deployment, work performed by the CUWG, BAs, CBO, SC-CMS project team, AOC testing team, AOC M&O team, AOC infrastructure team, counties, end-users, and Tyler.
    b. Develop reasonable estimates for the identified work
    c. Identify dependencies between various work efforts
    d. Allocate resources based on capacity
    e. Avoid compromising quality of work activities by shortening them to meet previously published milestone dates.
- The various project schedules, spreadsheets, and other activity tracking documents should be updated to reflect the identified project work
- The project schedules should be monitored and updated as new information is made available

Status: Efforts to identify the work required to complete the INH party replication and develop estimates continued in September. The INH project manager has stated that a refined work estimate will not be available until the INH party replication design is completed in October. Based on preliminary estimates, the INH party replication sub-project will likely have to be extended several months. It is not yet clear what impact the extension of this sub-project will have on the overall SC-CMS project schedule and on the pilot go-live date. Additional technical and testing resources have been allocated to the INH party replication sub-project.

		Jul 2014	Aug 2014	Sep 2014
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Budget**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

Observation: When information/results are available from the Pilot County implementation, the Steering Committee will reassess the local cost framework, potentially revise the framework based on the Pilot County experience, and then make a recommendation to the JISC for cost sharing between the State and the local levels for the next phase of SC-CMS.

		Jul 2014	Aug 2014	Sep 2014
Category:	**Project Management and Sponsorship**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Project Communications**			
Urgency:	**N/A**			

Observation: The project utilizes several approaches to communicate information to project stakeholders. Project status is communicated to AOC management, project team members, and other AOC stakeholders in multiple weekly meetings. Project Steering Committee Meetings are conducted monthly. Information is provided to representatives of the Judges, Clerks, and Administrators associations who pass information to the association members through their normal communication paths.

Status: The SC-CMS project publishes a weekly status report. Tyler provides a monthly status report.

Recommendation: Although there are multiple approaches to communicating project status and organizational change management information, it would be advisable for the project to conduct periodic surveys to determine the effectiveness of the various forms of communication being utilized. Effectiveness could be measured by gauging the project-related knowledge of internal and external stakeholders at all levels. Based on the results of surveys, approaches to project communications can be revised. Some approaches may be eliminated if they are found to be ineffective, or supplemental communications may be necessary to augment the current forms of communications.

		Jul 2014	Aug 2014	Sep 2014
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Staffing and Project Facilities**	**Risk**	**Risk Being Addressed**	**Risk Being Addressed**
Urgency:	**Urgent Consideration**			

Observation/Risk: Resources allocated to project scheduling activities are inadequate to provide the detailed information required for a high-level of confidence that the schedule is achievable.

Impact: As detailed in the Schedule assessment area, the lack of dedicated schedule management resources has resulted in inadequate tracking of project activities.

Recommendation: Additional resources should be allocated to develop the level of schedule detail required to adequately manage project activities and estimate resources and time required for future work. A temporary focused allocation of resources would result in the development of a detailed schedule. Schedule management resources could then be dropped to a lower level after the detailed schedule was in place.

Status: In September, additional effort was placed on the INH party replication subproject to refine the project schedule. Efforts to develop a detailed INH party replication schedule will continue in October. Additional effort also continued to be applied to add detail to other areas of the SC-CMS project schedule.

		Jul 2014	Aug 2014	Sep 2014
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Change Management**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

Observation: The scope and budget have been baselined. All requests for changes to scope or budget will go through the SC-CMS change management process. Many of the work activities in the project schedules have not been baselined.

		Jul 2014	Aug 2014	Sep 2014
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Risk Management**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

Observation: The project risk log has a list of identified risks.

		Jul 2014	Aug 2014	Sep 2014
Category:	**Project Management and Sponsorship**			
Area of Assessment:	**Issue Management**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Urgency:	**N/A**			

Observation: The project issue log has a list of identified issues.

		Jul 2014	Aug 2014	Sep 2014
Category:	**Project Management and Sponsorship**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Quality Management**			
Urgency:	**N/A**			

Observation: The project team has developed a Quality Management Plan.

		Jul 2014	Aug 2014	Sep 2014
Category:	**People**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Stakeholder Engagement**			
Urgency:	**N/A**			

Observation: Stakeholder engagement and organizational change management activities are underway, however these activities are not being tracked in a project schedule.

		Jul 2014	Aug 2014	Sep 2014
Category:	**People**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Business Processes / System Functionality**			
Urgency:	**N/A**			

Observation: Process flows that represent the current state of court business processes have been developed and reviewed by the CUWG. The business processes will be utilized in upcoming configuration activities to identify how Washington courts processes will be supported by Odyssey.

		Jul 2014	Aug 2014	Sep 2014
Category:	**People**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Contract Management / Deliverables Management**			
Urgency:	**N/A**			

Observation/Risk: The list and schedule of vendor deliverables are identified in the Tyler contract and are being managed by the project team.

		Jul 2014	Aug 2014	Sep 2014
Category:	**Application**			
Area of Assessment:	**Application Architecture**	**Risk Being Addressed**	**Risk Being Addressed**	**No Risk Identified**
Urgency:	**N/A**			

Observation/Risk: In the past several months, county clerks have expressed concerns with using the integrated Odyssey document management solution that the State is offering through the SC-CMS Project.

Impact: If the clerks do not use Odyssey to store copies of documents, then there will be additional costs to integrate third-party document management solutions. The integration of third-party solutions introduces additional risks (technical, schedule, and scope) to the SC-CMS Project. If, on the other hand, the Odyssey document management solution does not meet all of the identified document management needs of the courts, court personnel may experience the inability to efficiently perform their responsibilities.

Recommendation: The project team should ensure that the entire set of court document management requirements are understood and will be adequately met by the Odyssey document management solution.

Status: Four alternatives for the implementation of document management in SC-CMS that will meet the clerk's requirements were developed in February and presented to representatives of the county clerks in March and to representatives of the judges and administrators in April. Two of the four options were identified by the representatives of the three groups as viable. One option is to use the Odyssey document management functionality as it exists in the product and another is to require existing, third-party document management solutions to be accessible within Odyssey via a "link." The first option can be implemented with existing Odyssey functionality. The integration with third-party document management solutions is estimated to cost an additional $150,000. Lewis, the Pilot County, chose to use Odyssey for document management. The early adopter counties have selected their DMS options as well.

		Jul 2014	Aug 2014	Sep 2014
Category:	**Application**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Requirements Management**			
Urgency:	**N/A**			

Observation: The project's business analysts have loaded the SC-CMS requirements into the Rational Requirements Composer (RRC) requirements management tool that is being used to document requirements and for traceability. The CBO and CUWG will document Use Cases for the To-Be processes as needed.

			Jul 2014	Aug 2014	Sep 2014
Category:	**Application**				
Area of Assessment:	**Application Interfaces**		**Risk**	**Risk Being Addressed**	**Risk Being Addressed**
Urgency:	**Urgent Consideration**				

Observation/Risk: In previous reports, we had identified a concern that software components required to integrate Odyssey with other AOC and state systems would not be completed in time to begin User Acceptance Testing which was originally scheduled to for November, 2014. This observation was based on a lack of decomposition and lack of identification of dependencies in the SC-CMS, INH, and COTS-Prep projects. In September, the begin date for INH UAT was moved to February, 2015.

Impact: If integration UAT does not begin on schedule, the planned pilot go-live date may not be met or the testing effort may be compressed.

Recommendation: See Schedule recommendation above.

Status: See Schedule status above.

Category:	Data	Jul 2014	Aug 2014	Sep 2014
Area of Assessment:	Data Preparation	No Risk Identified	No Risk Identified	No Risk Identified
Urgency:	N/A			

Observation: The AOC Data Quality Coordinator will coordinate preparation of data in AOC and local court applications. One of the activities is the development of a data profiling report which will identify anomalies in data stored in JIS.

The AOC System Support Technician will prepare and extract SCOMIS data for each superior court and county clerk office in the format that Tyler can import into Odyssey.

Status: The Pilot County has communicated that it would like the opportunity to clean up its data prior to going live.

Category:	Data	Jul 2014	Aug 2014	Sep 2014
Area of Assessment:	Data Conversion	No Risk Identified	No Risk Identified	No Risk Identified
Urgency:	N/A			

Observation: Conversion activities for the Pilot County continued in September.

		Jul 2014	Aug 2014	Sep 2014
Category:	**Infrastructure**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Statewide Infrastructure**			
Urgency:	**N/A**			

Observation: The Odyssey staging environment was rebuilt in August to resolve problems with the ability to log on to the test Odyssey system.

		Jul 2014	Aug 2014	Sep 2014
Category:	**Infrastructure**	**No Risk Identified**	**No Risk Identified**	**No Risk Identified**
Area of Assessment:	**Local Infrastructure**			
Urgency:	**N/A**			

Observation: The project team has begun discussions with the pilot county on local infrastructure readiness activities.

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***
- ***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***
  - Statewide Infrastructure
  - Local 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 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.