Administrative Office of the Courts

Quality Assurance Consulting Services

Integrated Solutions Group LLC

INH-EDE Steering Committee Follow-on Report #3

November 18th, 2016

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INH EDE – QA Report Interim Findings Report #2

–Introduction	2 min.
–Process Overview	2 min.
–Assessment	15 min.

Closing/Questions

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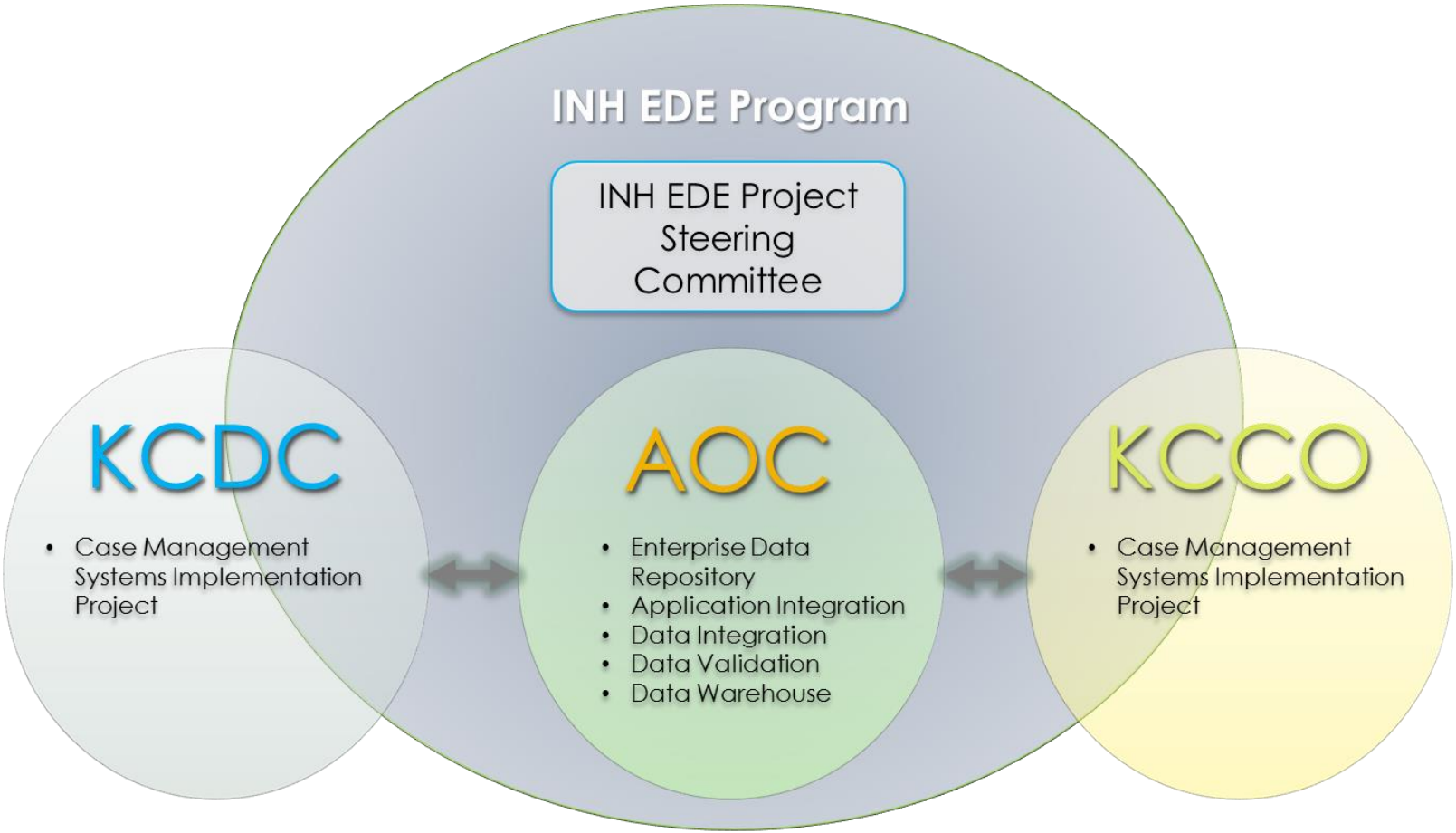
INH EDE Program



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Process for Report #2

- ✓ Assessment Interviews
- ✓ Documentation Discovery
- ✓ Operational Meetings and Observations

ISG Assessment Framework

1. Planning Oversight
2. Project Management
3. Quality Management
4. Requirements Management
5. Software Development
6. System and Acceptance Testing
7. Data Management
8. ❑ Operations Oversight

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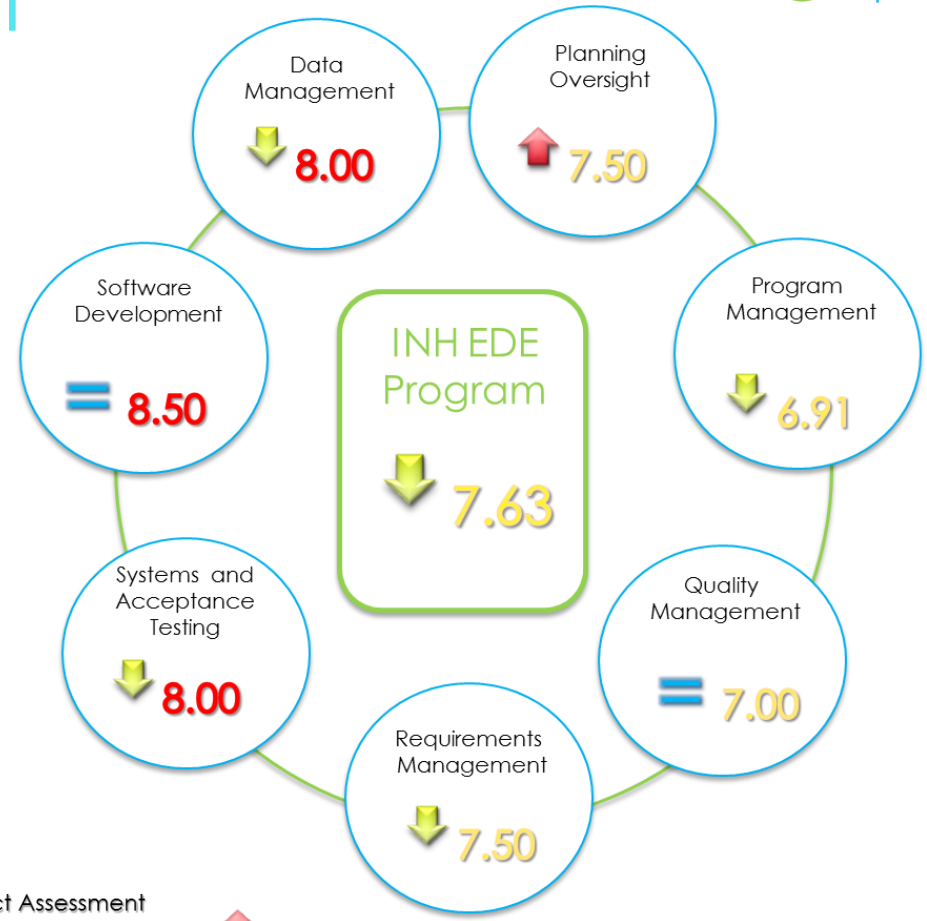
Follow-on Assessment

ISG Quantitative Analysis System

Green – 1 through 3 impact weighting – Best practices, expected processes, procedures and policy, and active application of management controls. No or very little adverse impact is anticipated. — 1 to 3

Yellow – 4 through 7 impact weighting – practices, procedures, processes and policy analysis yield findings that could adversely impact project outcomes; recommendations for correction or remediation are warranted. — 4 to 7

Red – 8 through 10 impact weighting – practices, procedures, processes and policy analysis yield findings that have a high likelihood to adversely impact program outcomes. Recommendations for correction or remediation are time sensitive and prioritized as needing immediate attention. — 8 to 10



Follow-on Assessment Rating System

Impact Assessment rating has decrease from previous reporting period

Impact Assessment rating has not changed from previous reporting period

Impact Assessment rating has increased from previous reporting period

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Executive Summary

Accomplishments

1) **PMP Development:** Version 1.0 of the PMP has been developed with several of the program controls implemented and functioning as expected.

2) **Program Controls Operationalized:** Use of foundational program controls (IPS, Project Managers status reporting processes, Steering Committee processes in relationship to program review, decisions and improvements to various communication forums (Project Managers meeting, Program Managers meetings, Steering Committee meetings)) provides guidance that the collective teams are working on the right things and more effectively communicating across integration points.

3) **Data Validation RFP Released:** Although behind schedule, the Data Validation solicitation was released during the reporting period. ISG observed that there were 17 potential vendors in the pre-bid conference, a positive indicator in regards to anticipated vendor response pool strength.

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Executive Summary

Emphasis of Follow-on Report #3

1) **Resource Roles and Responsibilities:** Adequate resourcing and clear roles and responsibilities continues to be a challenge, especially in critical areas such as defining requirements, standard reference codes, security codes, and standard queries. ISG recommends sponsors act immediately to address the resource constraints.
2) **Program Communications:** Continue to improve and mature communication and meeting processes including optimization of the weekly Project Management meeting (Monday afternoons) so that meaningful discussion occurs at lower levels within the program prior to Steering Committee discussion. Consider expanding the meeting and reducing the frequency, adopting a structured agenda, incorporating remote meeting techniques (Skype or WebEx), and using risk, issue and change management processes to queue up decisions for Steering Committee agendas.
3) **Coordination of Integration Points:** The INH EDE program is an integration effort across multiple organizations and systems. Continued emphasis on development and implementation of Requirements Management, Test Management Plan and Data Management Plans is critically important to the Program.

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Assessment Summary

Summary Findings	Assessment Summary	Impact Trending	Current Assessment	Baseline Assessment
Planning Oversight	↑ Data Validation (DV) procurement project is behind schedule however has been released as an RFP for response. ↑ Procurement processes to acquire Business Analyst(s) for the Program is in progress, however has been described to be several months out and potentially not completed until February of 2017. ↑ AOC's procurement support process continues to present challenges to the program in relationship to time required to acquire contracted resources. ↑ Convenience contracts and/or other accelerated processes for procuring resources will not be pursued by the agency and thus will not be available to the program.	↑	7.50	7.00

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Assessment Summary

Summary Findings	Assessment Summary	Impact Trending	Current Assessment	Baseline Assessment
Program Management	The Program Management controls continue to be assessed as maturing. The program management controls that are key to the program's function are in place. Program project management level meetings have improved communications and progress towards meeting INH EDE program objectives. The Program's project resources continue to be assessed as a high-risk impact area. Understaffing, clarity of roles and responsibilities and dysfunctional working relationship within the program's managers are all areas that have potential to dramatically increase program risk. Business Impact Analysis continues to be a resource impacted area of the program. Ability to make needed progress in this sequentially important step in the program's process is being hampered by lack of resources.		6.91	7.79

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Assessment Summary

Summary Findings	Assessment Summary	Impact Trending	Current Assessment	Baseline Assessment
Quality Management	⬆ The drafted PMP outlines formal review and approval process of IPS deliverables to ensure business needs and quality objectives are being met. Once implemented, this will improve the program's ability to ensure IPS milestones and deliverables are reviewed and accepted by all required stakeholders. = Once implemented, the neutral impact assessment can rapidly transition to a lower impact rating an improving the trending indicator.	=	7.00	7.00

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Assessment Summary

Summary Findings	Assessment Summary	Impact Trending	Current Assessment	Baseline Assessment
Requirements Management	The program is in the process of developing a requirements management process. Development of program requirements definitions is in process and is assessed to potentially meet needed program requirements expectations. Lack of Business Analyst (BA) resources within AOC is a risk that the Program Manager has escalated to the Program Sponsors.	↓	7.50	8.50
Software Development	Without the design elements being defined by requirements and ultimately design and requirements being managed by a program defined and adopted configuration management system, the development area of the program is at a critical risk level.	=	8.50	8.50

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Assessment Summary

Summary Findings	Assessment Summary	Impact Trending	Current Assessment	Baseline Assessment
System and Acceptance Testing	The program is in the process of developing a test strategy and testing plan. Efforts in this process have been observed to be on track with needed testing process of the program. While testing within the program remains months away within the program's schedule, lack of definition of testing interaction points within the program increases risk until it is defined, understood and agreed to by all parties impacted within the program.		8.00	8.50
Data Management	The PMP has set the high-level framework for program data management processes; however, until it is understood and agreed to by all parties impacted within the program, the risk is high and increases as program activities and schedule progresses without it being in place.		8.00	8.50
Operations Oversight No findings as part of the baseline as this activity is deferred to a subsequent assessment			Deferred assessment activity	

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Close and Questions

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