State of Connecticut Criminal Justice Information System Governing Board

Connecticut Information Sharing System Quarterly Project Health Check Services Report

10/08/2016 – 12/14/2016

Prepared By:

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Executive Summary

The overall project scores changed very little from the last quarter. Important to note, and consistent with our methodology, the survey questions were reordered after the completion of another year. This is done to encourage thoughtful responses to the questions, verses marking the same response for ease of completion of the survey.

Though the scores had little variation, there were several items of note. On the positive side;
- Many agencies noted more direct interactions with Xerox this past quarter and reported that the meetings went well.
- Some stakeholders were impressed with the level of understanding of their agency's needs and appreciated the willingness to work to find appropriate solutions to issues.
- Most agencies are pleased with the release plan changes that will implement complete workflows instead of partial functionality. However, agencies do see risk in these changes.

Specifically, stakeholders expressed concern that key workflow functionality will be positioned towards the end of the project timeline, where they view it more likely to be cut if delays cause scope decreases. According to some agencies, much of the later workflow functionality provides a lot of the gains in efficiency and cost savings from the project.

The Critical Risk Register contains four risks:
- Risk #4 – The loss of Executive Director will negatively impact the project.
- Risk #5 – The eighteen State positions needed to operationally support the system.
- Risk #11 – State Budget cuts will limit Agency resources, impacting schedule
- Risk #13 (New) – SharePoint upgrade impact on project schedule

The first two critical risks have been covered extensively in past reports. Until the Executive Director Position and Operational Support Team are in place, these will remain critical risks.

Risk #11 is back on the critical risk registry as it appears this may actually transition to an issue. Many agencies are having issues turning around deliverables in the timeframe needed to keep the project on schedule. There is a recommendation in the Agency Overview section for the Agency Leadership to work with the Governance Committee to ensure the CISS project is prioritized appropriately.

Risk #13 is a new risk on this quarter's report. There are many moving pieces that are impacting the project schedule; the PMO is adjusting the release plan, the project is looking at extending the Xerox contract, and Microsoft will be conducting SharePoint upgrade analysis. The latter is a great unknown. Having this much uncertainty, this late in the project, makes this item a critical risk.

There was another item brought up by several agencies and warrants mentioning here. PMO communication of project status and cross-agency updates have suffered since the Governance Committee Meeting limited agency stakeholder participation. There is a new recommendation in the CJIS PMO Overview section to address this.

Group	Last Year	Last Quarter	Current Quarter
Agency	2.79	2.70	2.73
Xerox	2.72	2.75	2.75
PMO	2.77	2.83	2.81

How to Read the Graphs in the Quarterly Report
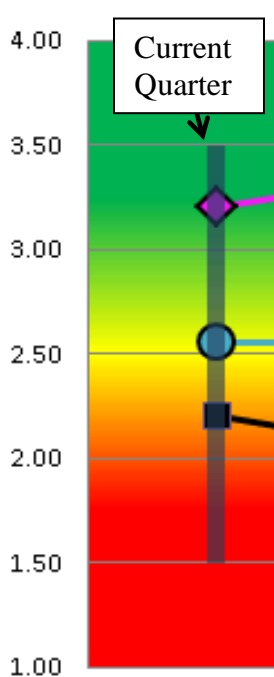
The graphs are color coded in a stoplight scheme to clearly illustrate project strengths and weaknesses. Each value is represented by a square, circle, or triangle. The black square ■ represents the values from this quarter last year, and the blue circle ⬤ represents the last quarter's values. The pink diamond ◆ represents this quarter's values. The range of values for the current quarter is represented by the vertical grey bar. In the example to the left, the average across all agencies increased from the last year's quarter to the current quarter. The range of values for the current quarter extends from 1.5 to 3.5.

The graph values fall into the levels below:

Above 3.0	Strong
2.5 to 3.0	Average
2.0 to 2.49	Weak
Below 2.0	Critical

Definitions for Graph Levels:

Strong – Category is perceived as consistently high across agencies
Average – Category is perceived with mixed perspectives
Weak – Category is perceived to contain improvement opportunities
Critical – Category is perceived as warranting immediate action

Project Health Overview

The project health overview for this quarter looks at the trend in values measured by Qualis Health. This section layouts any new findings, issues, risks, and recommendations since the last set of interviews and surveys. This quarter covers the period from October 07, 2016 through December 14, 2016. This section will also provide an update on issues, risks, and recommendations from last quarter, as well as present reported steps the PMO has taken to address the recommendations. Specific details on each question and average response are included in Appendix A.

Critical Risks and Issues

Risk #	Description	Why Critical
Risk #4	The loss of CJIS PMO staff will impact the project.	The project is really feeling the absence of an Executive Director.
Risk #5	The eighteen unfilled State full time employee positions for the project are not filled.	**Xerox's warranty support for Release 1 ends in February 2017**. The vacancies cause operational support issues and require the project to hire consultants using resources meant to fund later phases of the project.
Risk #11	State budget cuts will impact the project directly, or stakeholder agencies indirectly, impacting the resources available to successfully implement the project.	Agencies have to do more with fewer resources. This is beginning to impact the project as deliverable turn-around is becoming an issue. If the CISS project cannot get timely responses from stakeholder agencies, the project schedule will be impacted, causing additional delays. Additionally, though support for CISS has been highlighted and discussed, support of all of the corresponding state wide infrastructure warrants further attention.
Risk #13	The SharePoint upgrade takes longer than anticipated, causing major rework and significant delays, stalling the project.	The impact of the SharePoint upgrade is a great unknown that can have huge impacts on the project schedule. If the impacts are large and require significant rework and changes, it could stall the current progress and make re-engaging with stakeholders difficult.

Overall Project Health (+.02)

Last Year Score   **2.74**

Last Quarter Score   **2.72**

Current Quarter Score   **2.74**

The Overall Project Health increased slightly from 2.72 to 2.74. This score is calculated by averaging agency responses across all categories.

Average Category Rating - All Agencies
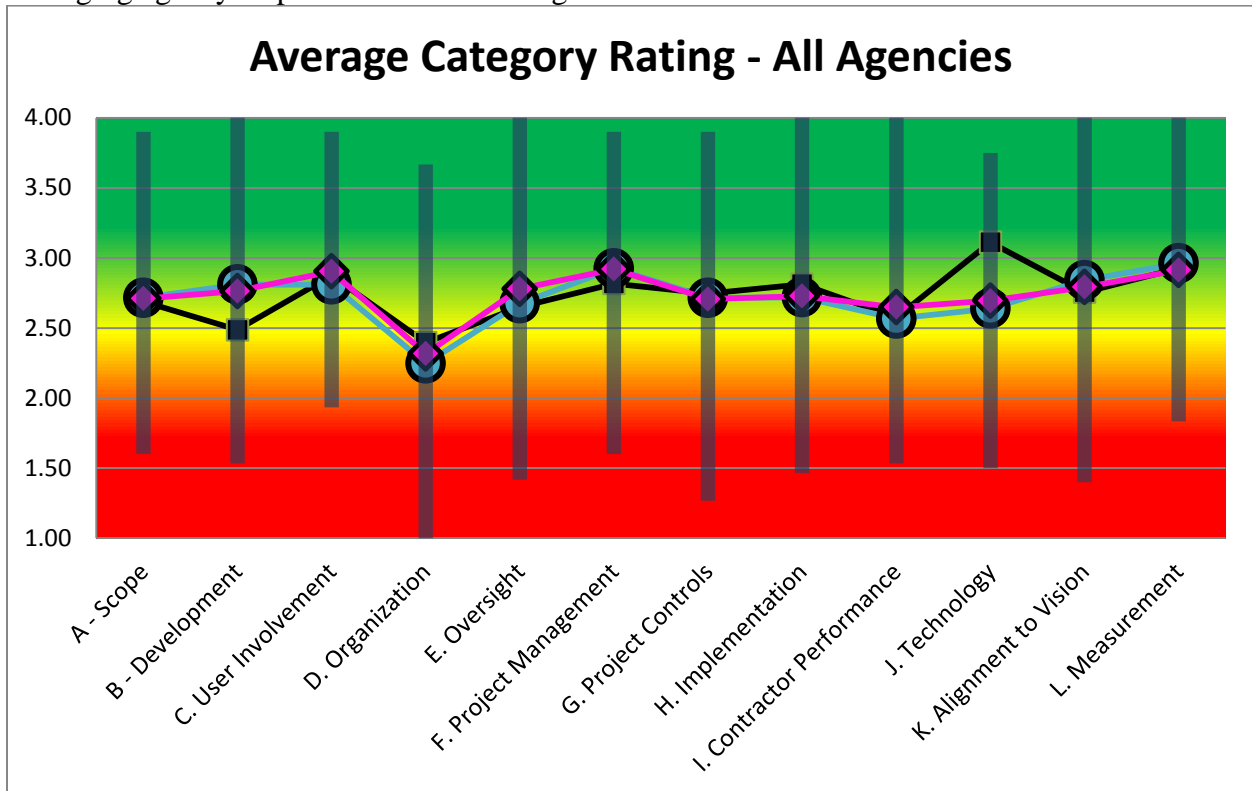
There was a slight increase in the overall score this time. Most agencies seemed hopeful as the project continues to move forward. There are still major concerns that the full project scope may not be possible in the time remaining. Agencies are worried that key workflow functionality is in later releases where it is more vulnerable to future scope cuts. If the PMO can resolve the Release Plan changes, SharePoint upgrade impacts, and the Xerox contract extension in a timely manner and produce a clear, realistic schedule, many agency anxieties will be lessened.

The differences in quarter values are rounded to the nearest value:

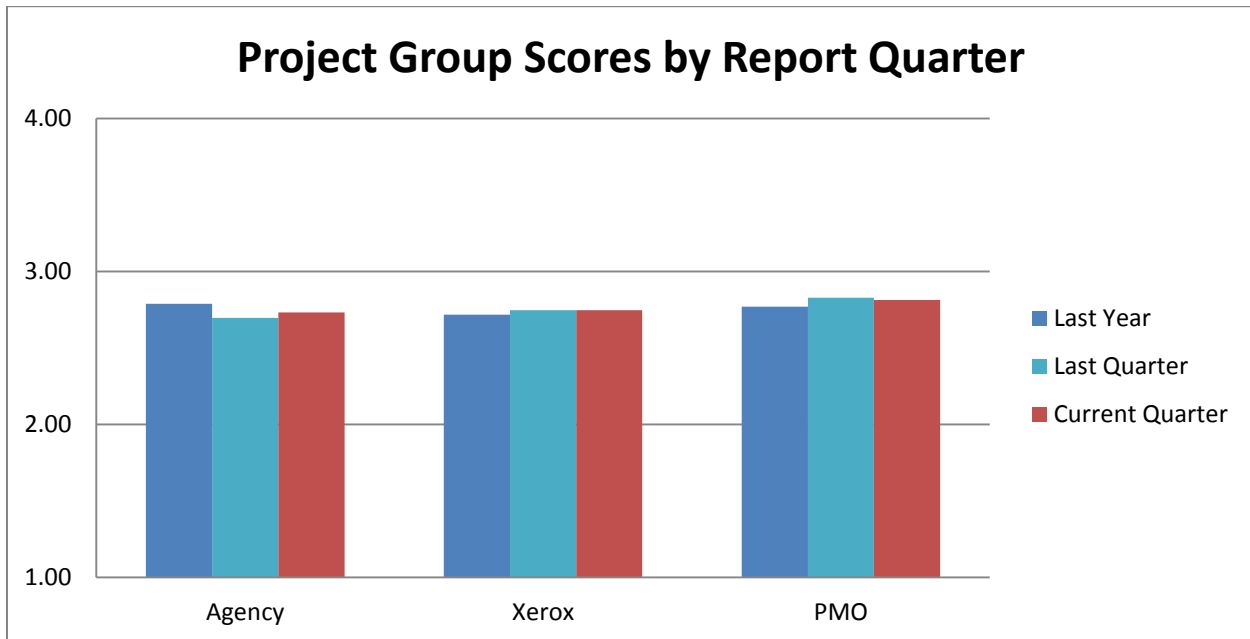| Category	Last Year	Last Quarter	Current Quarter	Difference
Scope	2.69	**2.72**	**2.71**	**-.01**
Development	2.49	**2.81**	**2.76**	**-.05**
User Involvement	2.87	2.81	2.90	+.09
Organization	2.40	2.25	2.32	+.07
Oversight	2.65	2.68	2.78	+.10
Project Management	2.82	**2.93**	**2.92**	**-.01**
Project Controls	2.75	**2.72**	**2.71**	**-.01**
Implementation	2.81	2.72	2.73	+.01
Contractor Performance	2.57	2.57	2.65	+.08
Technology	3.11	2.64	2.69	+.05
Alignment to Vision	2.76	**2.84**	**2.79**	**-.05**
Measurement	2.93	**2.96**	**2.91**	**-.05**

The following are highlights from this quarter's results:

- Organization continued to increase this quarter. Last quarter it moved from Critical to Weak.

- Project Management remains high and agencies are hopeful that the release plan changes and recent testing changes will help the project.

- User involvement increased significantly this quarter. Successful Release 4 testing is essential to this remaining high.

- Oversight increased the most this quarter as agencies continue to feel that the PMO listens and supports them.

- Development, Alignment to Vision, and Measurement all decreased .05 this quarter. The drivers of these decreases appear to be related to the unknown associated with changes to the Release Plan and to the lack of communication this past quarter from the PMO. Agencies want more clarity on where the project is, which agencies are involved at which points and what functionality is being implemented to whom.

Appendix A has more details about specific categories and this quarter's scores.

Overview by Project Group

Below are agency perceptions of areas that correspond with the three project groups. This quarter's scores were: **Agency**: 2.73 **Xerox**: 2.75 **PMO**: 2.81.

Project Group Scores by Report Quarter

Agency Overview (+.03)

Last Year Score	*2.79*
Last Quarter Score	*2.70*
Current Quarter Score	*2.73*

Although the Agency score increased this quarter there is still a high level of concern on the timing and availability of agency resources to support CISS. **Agencies are worried that continued delays could impact later releases. Stakeholders noted that if workflow functionality is cut due to delays, many of the efficiencies and cost savings they projected will not be realized.**

Agency Top Concerns

> The CJIS QA testing and Xerox defect resolution will continue to impact the project schedule. (Risk #10)
>
> **Update**: The PMO has continued to make adjustments to the testing and defect resolution process. Agencies and Xerox will need to see how effective those changes are in improving the process for the next release.
>
> State budget cuts will impact the project directly or stakeholder agencies indirectly impacting the resources available to successfully implement the project. (Risk #11)

Update to PMO Recommendation (R2-1): Agencies are planning for additional budget cuts in the coming year. The PMO should update the Project Resource Plan often and well in advance of the work with agencies. This will involve much rework to the schedule due to the changes in the Release Plan.

Limited agency resources have impacted how quickly agencies have been able to turn around deliverables to the PMO (Risk #11)

Agency and Governance Committee Recommendation (R11-2): The Governance Committee needs to work with agency leadership to ensure that the CISS project is prioritized sufficiently to not delay the project.

Xerox Overview (No Change)

Last Year Score	*2.72*
Last Quarter Score	*2.75*
Current Quarter Score	*2.75*

Several agencies noted great interactions with Xerox this past quarter. **It was noted that Xerox was well informed of their agency's needs and worked with stakeholders to really understand the issues and the best solutions to solve them.**

Xerox Top Concerns

The CJIS QA testing and Xerox defect resolution will continue to impact the project schedule. (Risk #10)

Update: **See related update from Agency Top Concerns**

The SharePoint upgrade takes longer than anticipated, causing major rework and significant delays, stalling the project. (Risk #13)

Xerox and Agencies are anxiously awaiting the analysis from Microsoft on the impact the SharePoint upgrade has on the project. The sooner the analysis can be complete, the fewer potentially impacted areas.

CJIS PMO Overview (-.02)

Last Year Score	*2.77*
Last Quarter Score	*2.83*
Current Quarter Score	*2.81*

The PMO score remains high. **Agencies expressed concerns that communication on the project status has re-emerged as an issue. This is in great part due to the limiting of participation in the Governance Committee meetings.** Many stakeholders used those meetings as the main venue to keep up-to-date on project status across agencies. **Given the changes in the release plan and the impact that will have on the timeline, as well as the**

impacts from the SharePoint upgrade and potential Xerox contract extension, agencies are anxious about aligning their resources to the CISS needs.

PMO Top Concerns

PMO staffing and operational support continue to be major concerns.

Governance Committee Recommendation: The Governance Committee should keep operational support and filling the Executive Director position at a very high priority. The Xerox warranty support for Release 1 ends in February.

A risk was added to the report this quarter. Due to limited resources, the maintenance and capacity for the underlying State IT infrastructure that houses CISS, along with many other systems, may overwhelm the agency supporting it. (Risk #12)

Governance Committee Recommendation (R12-1): The Governance Committee should re-establish the Technology Sub-committee. This sub-committee should analyze the CJIS infrastructure future needs versus the current level of support to determine if additional support is needed as the project progresses towards full implementation.

Project status communication and cross-agency interaction has weakened since the Governance Committee meetings have limited agency stakeholder participation.

PMO Recommendation: The PMO should hold a bi-weekly meeting with key stakeholders from each agency. The notes from the meeting should be distributed to each stakeholder for those that cannot attend. The goal of the meeting should be to provide a quick project status update and allow agencies to communicate key CISS issues and successes.

The PMO needs to work quickly to resolve timeline uncertainties.(Risk #13)

PMO Recommendation: The release plan update, SharePoint upgrade and Xerox contract extension will all impact the project schedule. The agencies need to know firm dates as far in advance as possible so they can plan accordingly and ensure the limited resources can be available when needed. As these items are resolved (release plan, SharePoint, and contract), transparency, open communication, and quick planning with agencies are essential.

Project Risks and Issues

For the definition of this report, risk will be defined as something that **may** happen in the future that must be prepared for. An issue will be defined as something that has happened or is happening that can be fixed presently. Each previously identified risk and issue will have an update to show if the risk mitigation or issue is improving or get worse. We will use the following three symbols to note progress:

No change in issue/risk

Risk mitigation or issue is perceived as improving

Risk mitigation or issue is perceived as getting worse

Risks

New Risks

Risk #12 The maintenance and capacity for the underlying State IT infrastructure that houses CISS, along with many other systems, overwhelms the limited resources (BEST) available to support it.

Risk #13 The SharePoint upgrade takes longer than anticipated, causing major rework and significant delays, stalling the project.

Previously Identified Risks

Risk #1 Stakeholder agency(s) will not agree on an outstanding parking lot issues (like data sharing and security), stalling the project.

    Update – **The Governance Committee, CJIS PMO, and DESPP have delivered a final data request document to the FBI and await their decision.**

Risk #2 Project resources (staff and funding) are not identified for all agencies and those agencies cause project delays.

    Update – **A new release plan and timeline is being developed. This change and additional looming budget cuts add a lot of uncertainty to the availability of project resources.**

Risk #4 A significant number of CJIS PMO staff continues to leave the project. This has the potential to cause a major loss in project knowledge, disruption to project momentum, and a loss of project/stakeholder relationships. This could impact current resource availability, potentially delaying the project.

    Update – **An executive search firm has been selected to help fill the Executive Director position, however, until this position is filled, the vacancy continues to negatively impact the project.**

Risk #5
The eighteen unfilled State full time employee positions for the project are not filled timely, causing operational support issues and requiring the project to hire consultants using resources meant to fund later phases of the project.

Update – **Although the Governance Committee is working on an RFP for Managed Services for Operational Support, the Xerox warranty period for Release 1 ends in February 2017. There will be no operational support of Release 1 until this role is filled.**

Risk #6
The move of the CJIS PMO to DESPP offers many possible benefits and risks. The Governing Board and PMO need to ensure any issues are addressed quickly as to not impact the project's progress.

Update – No update this quarter.

Risk #7
When implemented, the system will not provide stakeholder agencies with the data they need in a timely manner and agencies revert to previous processes to retrieve the data, leaving the system under-utilized and less supported.

Update (same as last) – A solution is needed for RMS Vendors that will not interface data with the CISS project.

Risk #8
Due to the nature of the contract, changes to requirements are not addressed quickly enough causing the system to be developed and implemented with a backlog of known issues that could deliver an unusable product.

Update – No update this quarter.

Risk #9
Agencies will not have the support systems or procedures in place at implementation, impacting the project's success.

Update – No update this quarter.

Risk #10
The CJIS QA testing and Xerox defect resolution will continue to impact the project schedule.

Update – **Agencies noted that test and defect resolution appear improved, but need to see the improvements realized in the next release to confirm.**

Risk #11
State budget cuts will impact the project directly, or stakeholder agencies indirectly, impacting the resources available to successfully implement the project.

Update – **Delays in deliverable review are impacting the project. Agency leadership should ensure that the CISS project work is prioritized sufficiently to keep the project on schedule.**

Issues and Risks No Longer Identified as Current

Risk #3   Xerox Contract Amendment
Issue #1   Trust
Issue #2   Sustainable Communication
Issue #3   Limited Access to Project Documentation
Issue #4   Stakeholder Project Engagement
Issue #5   Inconsistent Information

Mitigation Recommendations

Given the risks and issues identified above, Qualis Health has compiled the mitigation recommendations below.

Project Management Mitigation Progress

Each quarter we will provide an update on the PMO's status to implement the recommendations made in previous Project Health Check Reports. **Updates are in bold**. The status is gathered from the interviews with the PMO as well as interviews with agency stakeholders.

Mitigation Recommendation	Overview	PMO Mitigation Progress
R1-1 Special Issue Work Group	Stakeholders need meetings focused on outstanding issues.	Focus Group meetings should continue to address project issues as they arise.
R1-2 – Data Sharing Agreement	The PMO establishes high-level agreement with each agency from which the project will receive data to ensure the breadth and timeline to receive that data.	A rollout plan is still needed for municipal police data. There is a dependency on Geographic Area approval from Judicial. Jim Harris will work with the Superior Court Operations (SCO) to create a rollout plan.
R2-1 + R11-1 – Project Resource Plan	Agencies need a document that aligns the project schedule with the agency's schedule and identify the resources needed for each task and gaps.	**The PMO is updating the schedule based on the new release plan. The PMO needs to update the Project Resource Plan to ensure there are no resource issues in the schedule.**
R4&5 -1 Fill and Train the 18 State Positions	The PMO and Governing Board should work to fill the 18 State positions by April.	An RFP for managed services is in the works.
R7 -1 – Data Sharing Workflow Diagram with Timelines	The PMO and Governance Committee should work with agencies to develop workflow diagrams of which data will be shared and	**Most data sharing issues have been resolved. The project is awaiting final determination from the FBI to clarify the remaining data sharing piece.**

Mitigation Recommendation	Overview	PMO Mitigation Progress
	expected timelines for release.	
#R8-1 – PMO Change Request Tracking	The CJIS Change Control Board has been established to review agency changes that may impact the CISS Project.	It is still unknown how reactive and flexible the process is to changes that may impact the contract.
R9-1– Escalate Difficult Items to Resolve Cross-agency Workflow Issues	When requirement gathering and design cannot quickly resolve cross-agency workflow issues the PMO should escalate them to the Governance Committee.	When escalating items to the Governance Committee for resolution, the CJIS PMO needs to be extremely clear and concise in what decision is needed. With clear direction, the Governance Committee should be able to more quickly resolve issues.
R10-1 – Streamlined Defect Categorization and Resolution	A more streamlined testing and defect resolution process is needed.	**Stakeholders believed that the process has been improved to allow more direct access to Xerox in defect resolution. The next release will determine how successful the changes have been in addressing this.**
R11-1 – State Budget Cuts	Update project schedule and align with Project Resource Plan	**This had started but will need to be redone due to changes with release plan, potential Xerox contract extension, and the SharePoint upgrade.**

Current Risk/Issue Mitigation Summary Table

The table below gives a quick view of the current risks and issues and the associated mitigation recommendations as well as status.

Risk/Issue	Mitigation	Status
Risk #1 – Unresolved Issues	#R1-1 – Special Issue Work Groups	Started
	#R1-2 – Data Sharing Agreement	Started
Risk #2 – Resource Issues	#R2-1 – Project Resource Plan	Started
Risk #4 – Consultant Turnover	#R4&5-1 – Fill and Train the 18 State Positions	Started
Risk #5 – State FTE Positions		
Risk #7 – Efficient Movement of Data to Agencies	#R7-1 – Workflow Diagrams with Timelines	**Not yet started**
Risk #8 – Change Control	#R8-1 – PMO Change Request Tracking	Started
Risk # 9 – Agency Support Systems and Procedure in place at Implementation	#R9-1 – Escalate Cross-Agency Workflow Issues to Governance Committee	Started
Risk #10 – QA Testing and Defect Resolution	#R10-1 – Streamlined Defect Categorization and Resolution	**Started**
Risk #11 – State Budget Cuts	#R2-1 – Project Resource Plan	Started
	#R11-1 – Update Project Schedule and align with Project Resource Plan	**Recommendation Updated**
	#R11-2 – Governance Committee members work to appropriately prioritize CISS work	**New**
Risk #12 – State IT Infrastructure Support	#R12-1 – Re-establish Technology Sub-committee to Analyze State Infrastructure.	**New**

Appendix A: Findings Details

The following are the details for each category. It contains the overall category score from a year ago, last quarter and the current quarter score, which corresponds to the values for that category in the Project Health Overview section. The first historical quarters' scores are presented to show the trend in scoring for the category. Below the score is an overview of the section, followed by a graph, and any recommendations.

The graphs in this section are scores by project activity category versus who is actually responsible (i.e. Project Groupings: Xerox, PMO, and Agency). This is to give a view toward the overall project health within a specific set of project activities and their dependencies with one another. This could reveal a situation where Xerox and the Agency are perceived by agencies as doing great with their contributions, but the project activity overall is slipping. This detailed breakdown allows for quick analysis and problem resolution. To see which survey questions are assigned to which category, please see Appendix B.

A note on question values versus overall values: The values in the graph below are average answer across all 10 stakeholder agencies. The overall score for each of the categories below is the average score of all questions in the category, averaged again by all agencies. Because of how the overall scores are calculated and how the data below are presented, the overall score may be slightly higher or lower than averaging the values on the graph. The same is true for the calculations used in the Project Balance Ranking graph.
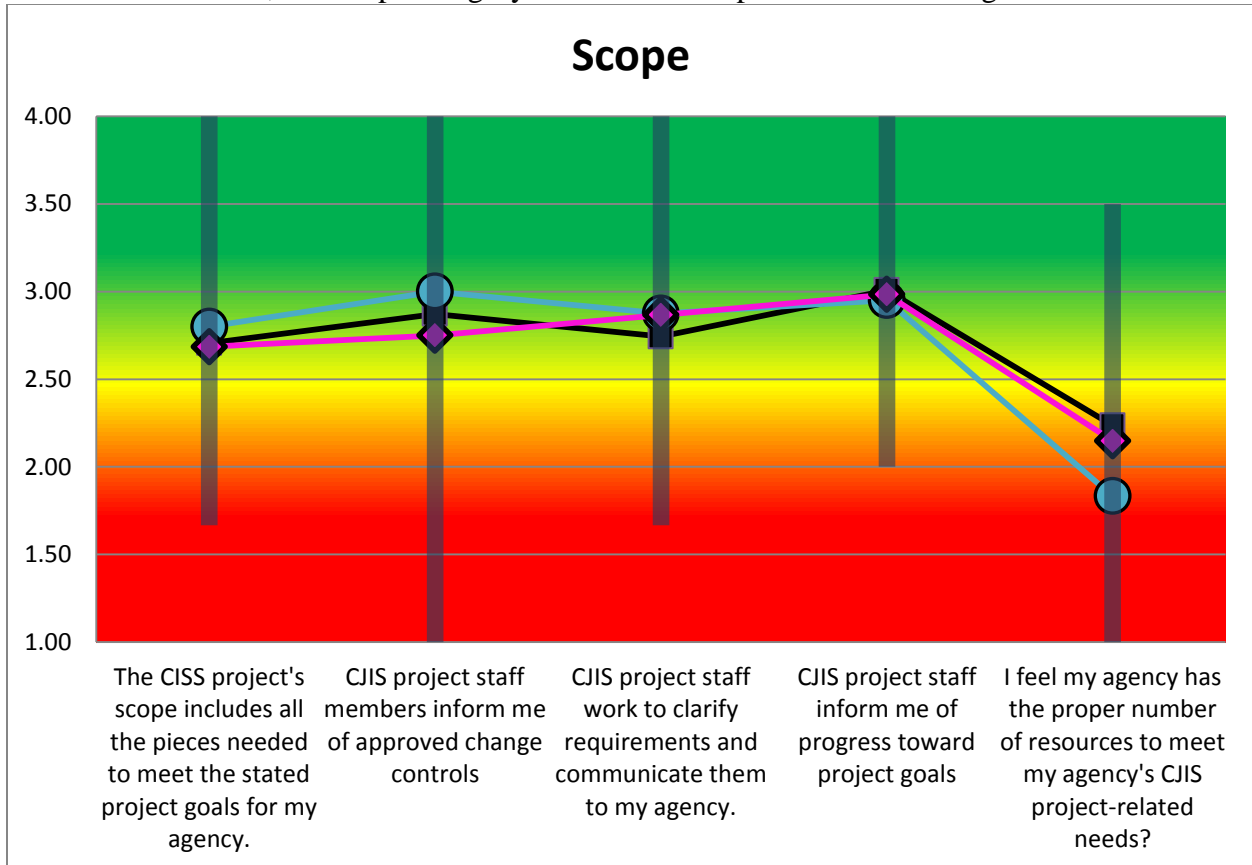
Category A: Scope (-.01)

Last Year Score   **2.69**

Last Quarter Score   **2.72**

Current Quarter Score   **2.71**

With a score of 2.71, the Scope category continues to be perceived as Average.

Agencies are concerned that changes to the release plan have critical workflow functionality at the back end of the project and that if there are delays that cause de-scoping, these workflows could be cut. Many stakeholders worry that without this functionality, the system is purely a Search system and the efficiency gains from the workflow will never be realized.

There is also continued concern about resource availability, especially given that many agencies are expecting additional cuts in next year's budget.
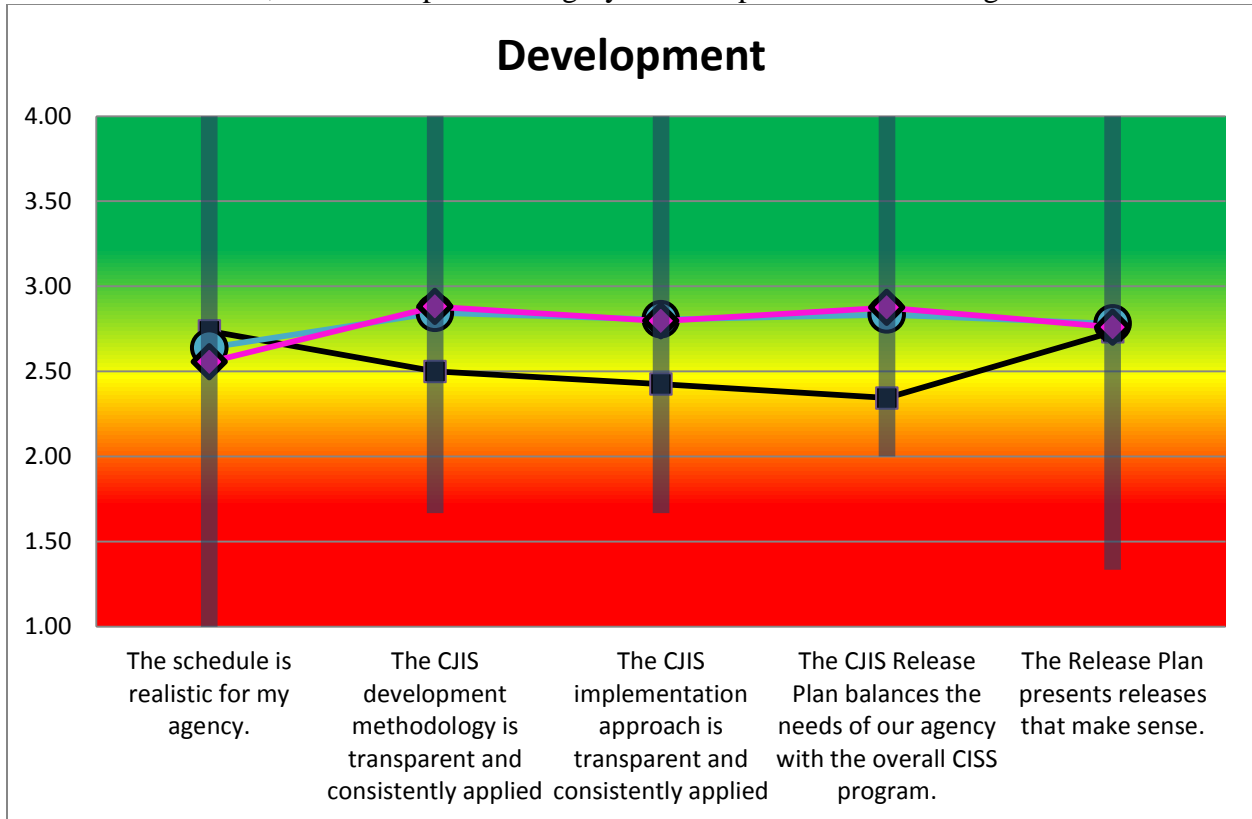
Category B: Development (-.05)

Last Year Score   *2.49*

Last Quarter Score   *2.81*

Current Quarter Score   *2.76*

With a score of 2.76, the Development category remains perceived as Average.

The Development scores are nearly identical to last quarter, with the exception of the first question. Many stakeholders were given an update to the release plan just prior to our interview and survey. Agencies need more time to digest the schedule and will need to meet with the PMO, prior to understanding the impact on their agency. If this score increases next quarter, then it is likely that stakeholders feel the release plan changes are an improvement and feel they can meet the schedule needs.
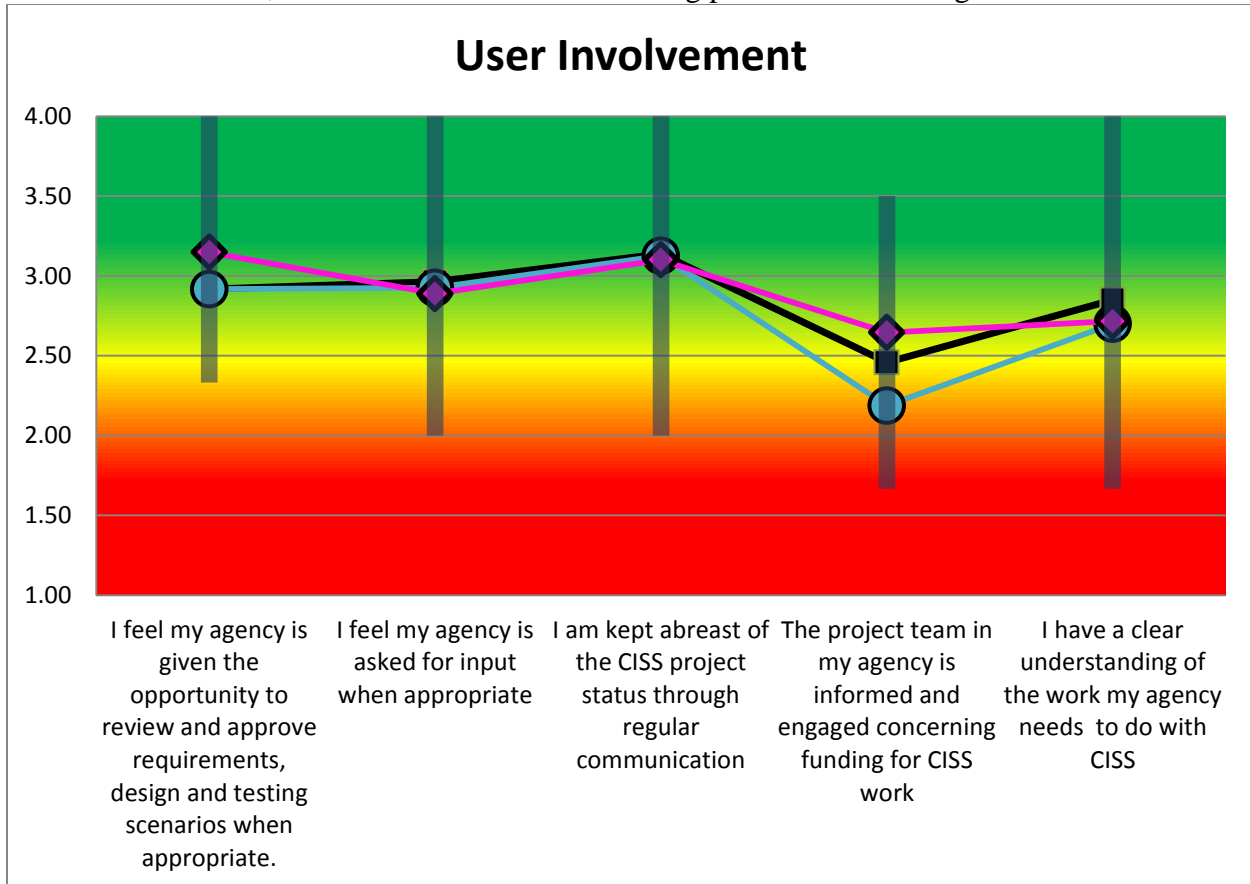
Category C: User Involvement (+.09)

Last Year Score   *2.87*

Last Quarter Score   *2.81*

Current Quarter Score   *2.90*

With a score of 2.90, User Involvement remains being perceived as Average.

In the previous quarter many agencies were extremely busy with the CISS project and most agencies felt communication and user involvement was high. This quarter agencies were split on how involved they felt and how well the PMO communicated project status. It appears that PMO communication dropped off for many agencies this quarter. There is a hole left in the project that the Governance Committee's meeting used to fill. Many agencies attended those meetings and used it as a means to keep abreast of the project. It was also a venue for cross agency interaction and input.

New Recommendation: The PMO should hold a bi-weekly meeting with key stakeholders from each agency. The notes from the meeting should be distributed to each stakeholder for those that cannot attend.
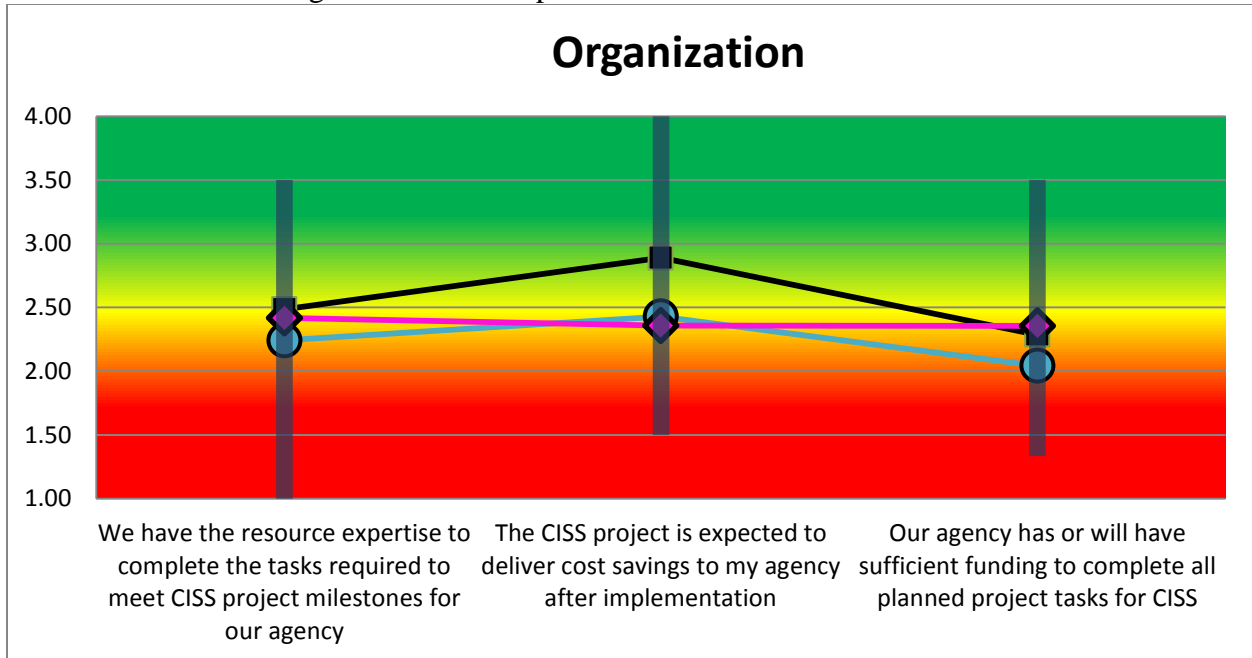
Category D: Organization (+.07)

Last Year Score	*2.40*
Last Quarter Score	*2.25*
Current Quarter Score	*2.32*

With a score of 2.32 Organization is still perceived as Weak.

Organization increased this quarter, but remains perceived as Weak. There is still concern with funding and resources at the agency level to be able to meet CISS timeline. Additionally, agencies are concerned that the new release plan may push key functionality late in the project timeline where it is more likely to get cut if project delays continue. De-scoping key functionality could impact cost savings for some agencies.
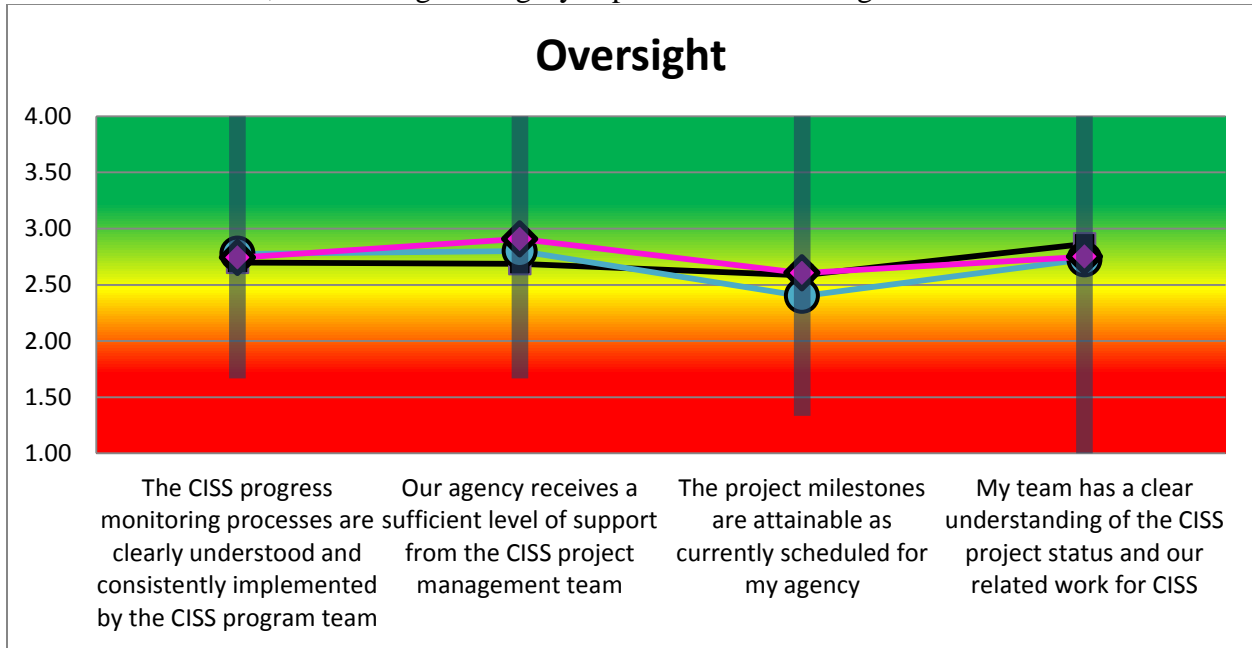
Category E: Oversight (+.10)

Last Year Score	*2.65*
Last Quarter Score	*2.68*
Current Quarter Score	*2.78*

With a score of 2.78, the Oversight category is perceived as Average.

Agencies mostly feel supported by the PMO. As stated in User Involvement, some stakeholders feel left out of the loop at certain times in the project when their agency has less direct involvement. Many interview participants indicated that they would appreciate a cross-agency bi-weekly meeting with the PMO for project updates and get a better understanding of which agencies are doing what and at which times.
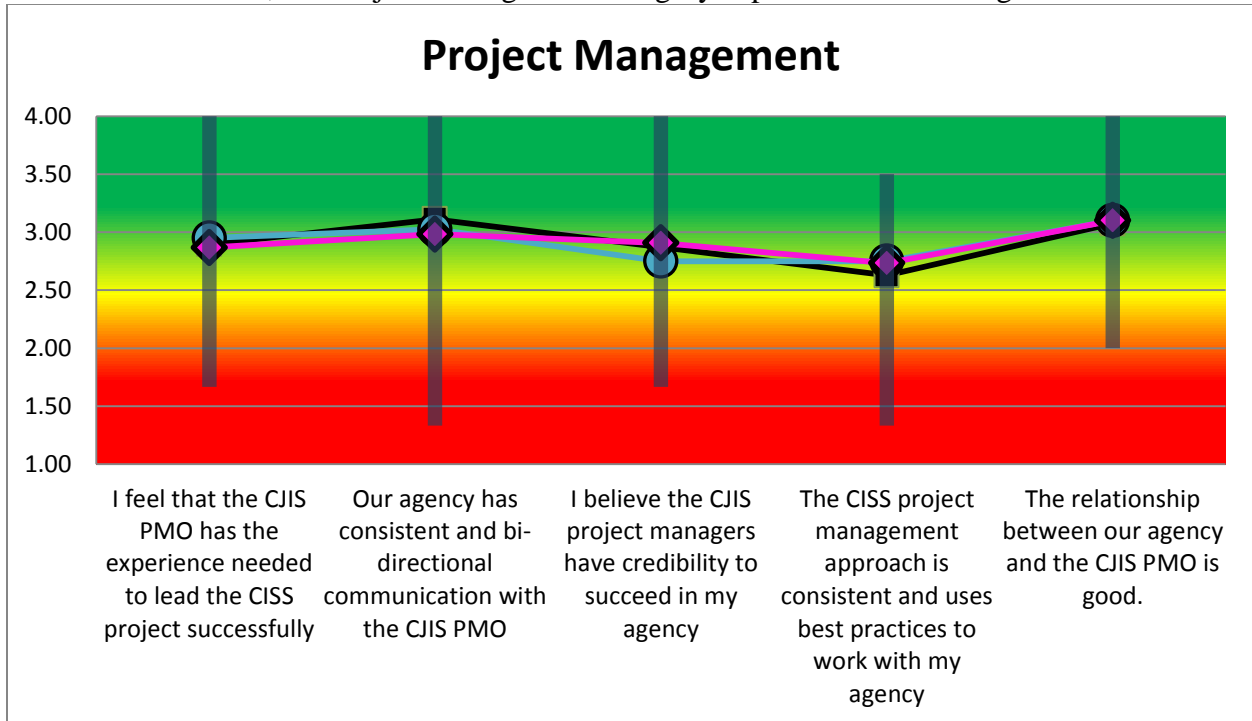
Category F: Project Management (-.01)

Last Year Score   *2.82*

Last Quarter Score   *2.93*

Current Quarter Score   *2.92*

With a score of 2.92, the Project Management category is perceived as Average.

Project Management continues to be perceived as one of the highest categories. As already stated in previous categories, consistent communication from the PMO has resurfaced as an issue, partially caused by the limiting of participation in the Governance Committee meetings. The new recommendation listed under "User Involvement" to address that issue should see improvements in that score.
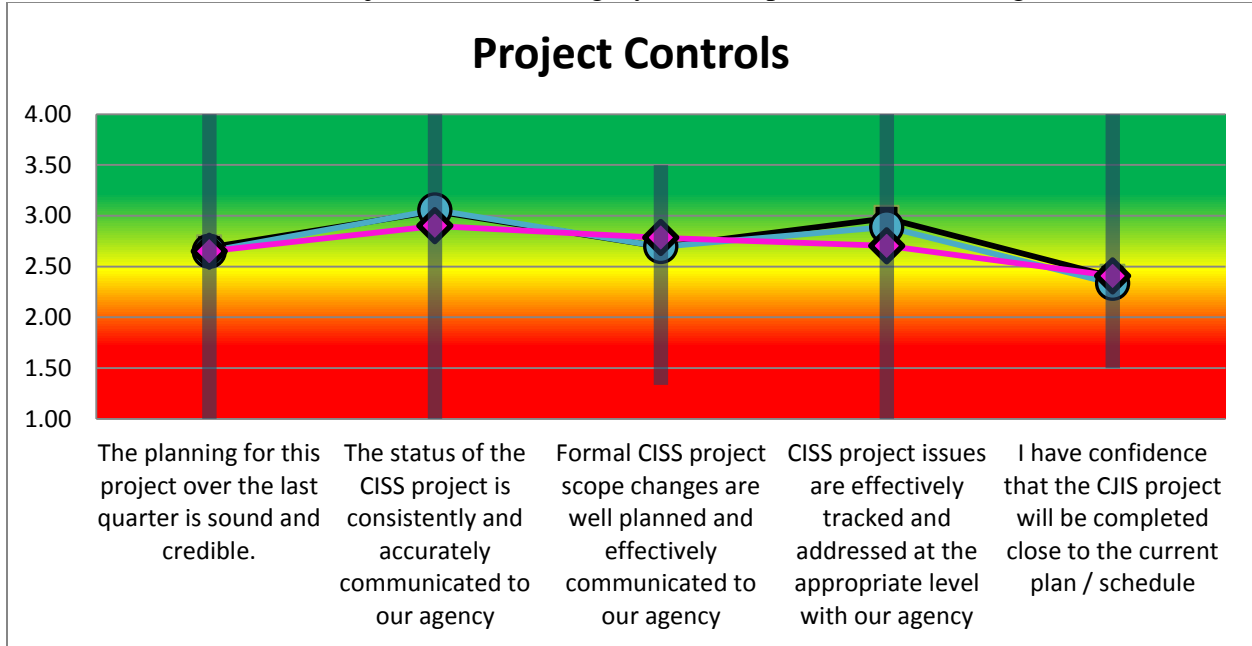
Category G: Project Controls (-.01)

Last Year Score   *2.75*

Last Quarter Score   *2.72*

Current Quarter Score   *2.71*

With a score of 2.71 the Project Controls category remains perceived as Average.

There is still some concern that project issues found in UAT are being closed without final approval from those testers that found the issue. Agencies want to retest and close any issues or defects that they identify. Agencies were mostly positive that the new release plan does better address the scope to be implemented each round. If the new release plan is adopted successfully and stays on schedule, scope and timeline scores will likely increase.

Category H: Implementation (+.01)

Last Year Score   *2.81*

Last Quarter Score   *2.72*

Current Quarter Score   *2.73*

With a score of 2.73, the Implementation category is perceived as Average.
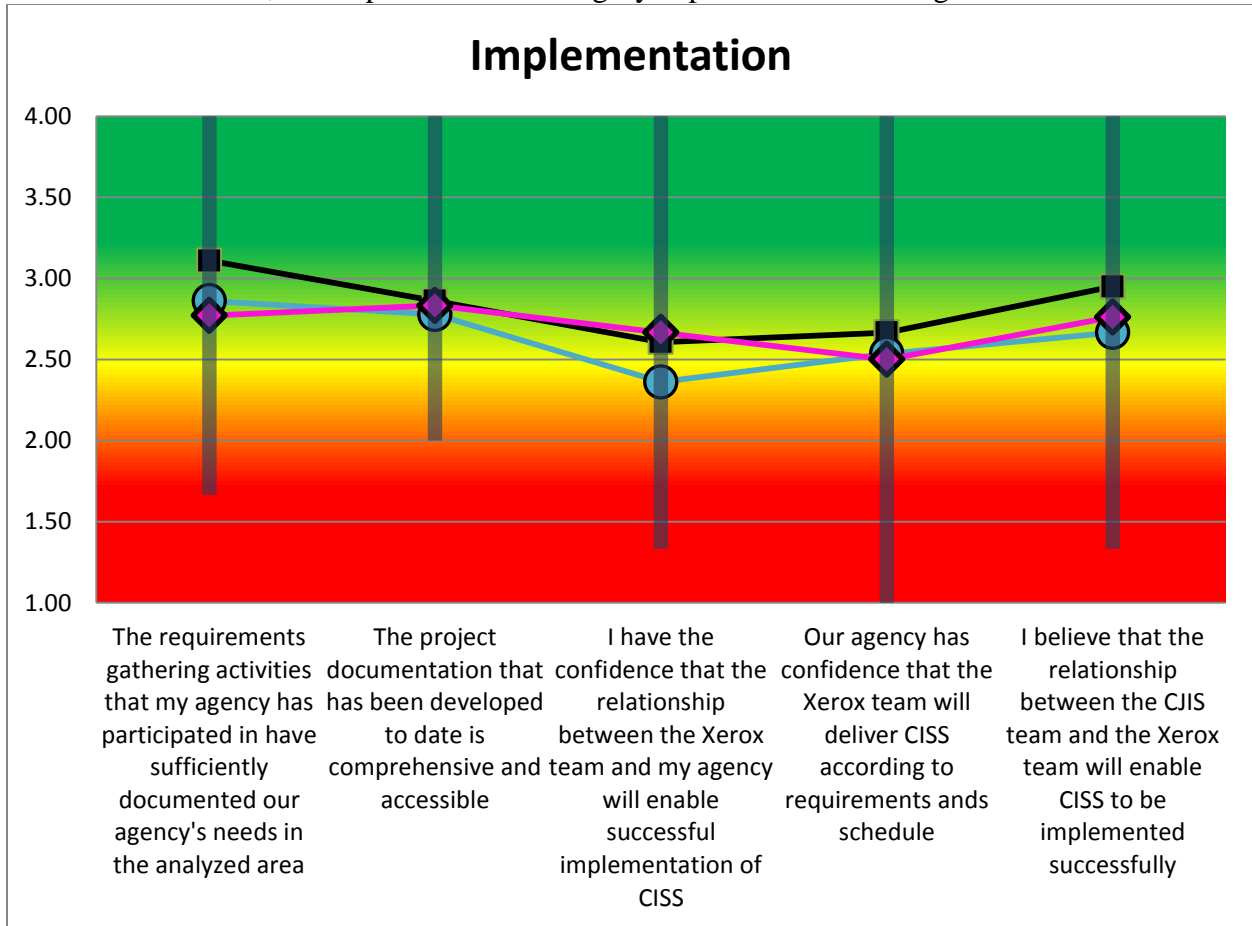
Many agencies noted more direct communication with Xerox and indicated positive interactions. There is concern among stakeholders that a contract extension with Xerox seems necessary and that until the agencies see the details and know that an agreement is complete, the question above about requirements and schedule will likely stay low.

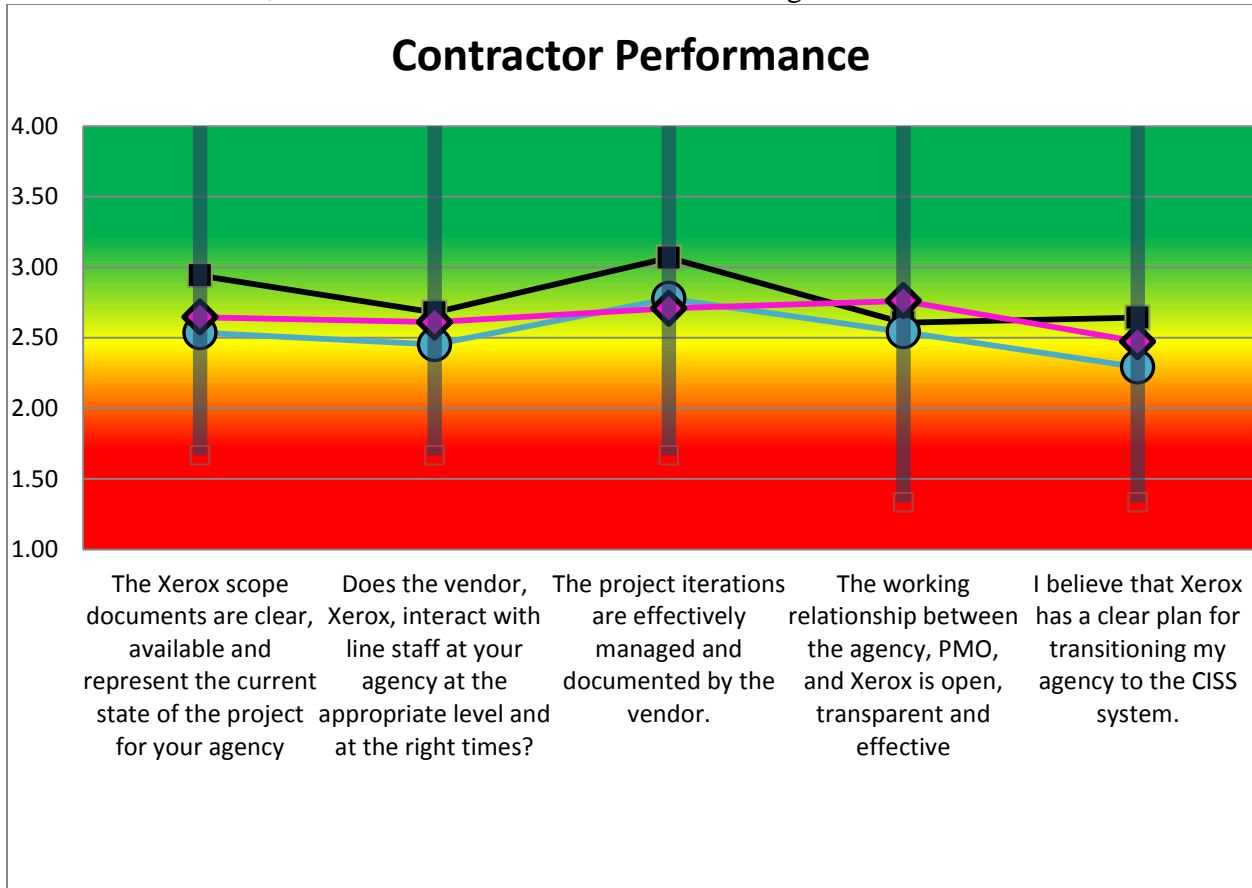## Category I: Contractor Performance (+.08)

Last Year Score   *2.57*

Last Quarter Score   *2.57*

Current Quarter Score   *2.65*

With a score of 2.65, Contractor Performance remains Average.

Many agencies have been more directly engaged with Xerox this past quarter. Agencies indicated that Xerox appears to understand their agency's needs and that Xerox has been willing to work through issues to ensure the final product works for each agency. Due to the movement of the release plan there is less clarity about project iterations and the transition to CISS. Once the PMO finalizes the release plan and clarifies these changes with each agency, these areas (question 3 and 5 above) should increase, unless the target dates are found to be unattainable.
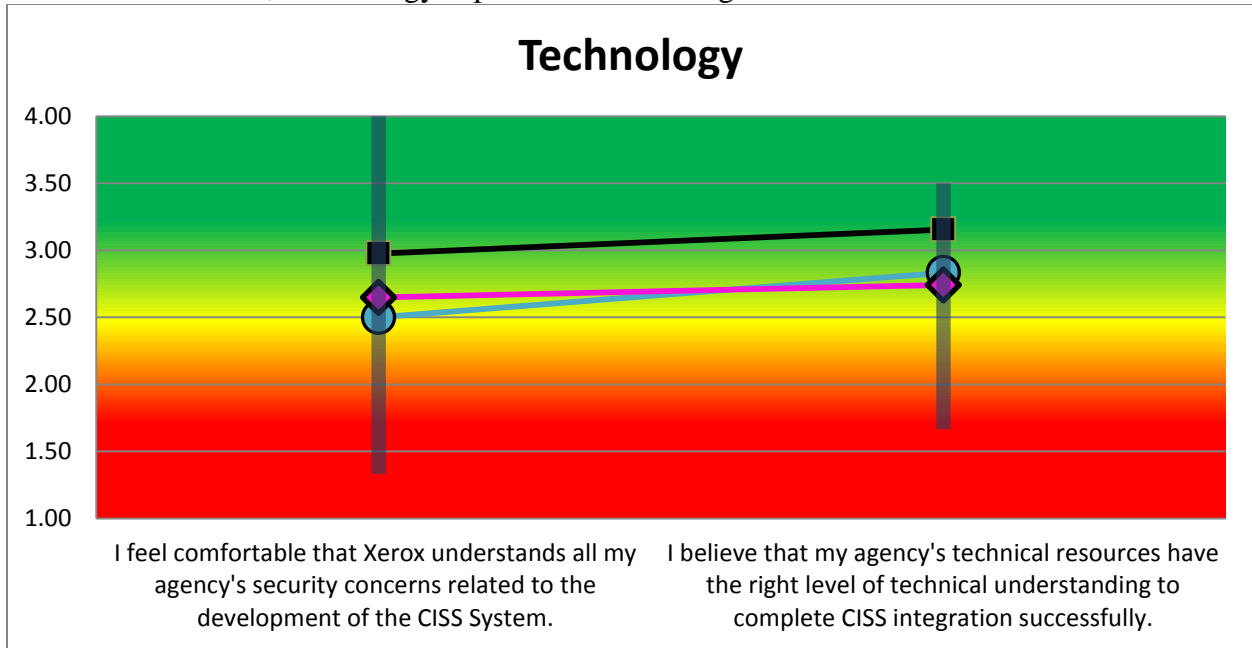
Category J: Technology (+.05)

Last Year Score   *3.11*

Last Quarter Score   *2.64*

Current Quarter Score   *2.69*

With a score of 2.69, Technology is perceived as Average.

There are still concerns in some agencies about security. Stakeholders worry that there may not be enough security tiers and that sub-groups may get too little or too much access. Agencies need to clearly voice these concerns to the PMO and the PMO should work to ensure that User Acceptance Testing (UAT) can demonstrate the level of security needed. Agencies expressed that it is difficult to access if they will have all the skills needed for the CISS work at the time that the PMO needs it. The PMO needs to provide enough lead time for the agencies to plan and should also ensure that TIGER resources are available for those agencies that do not have the skills or availability.
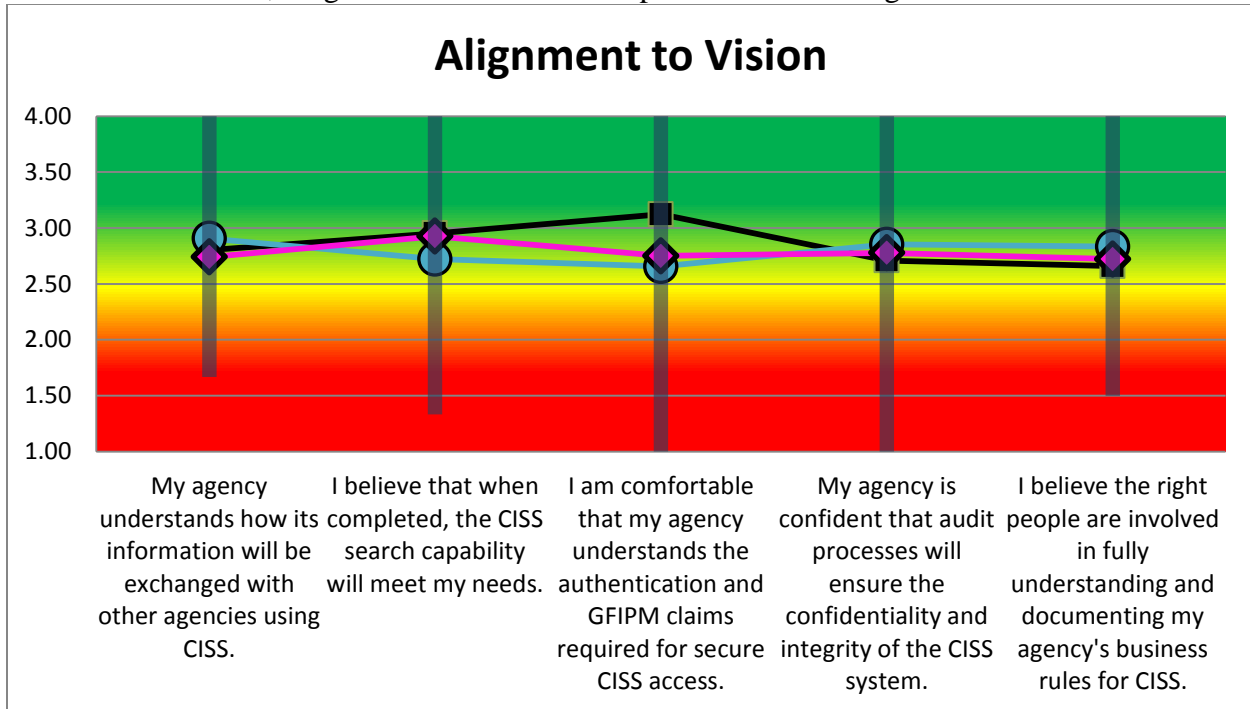
Category K: Alignment to Vision (-.05)

Last Year Score   *2.76*

Last Quarter Score   *2.84*

Current Quarter Score   *2.79*

With a score of 2.79, Alignment to Vision is still perceived as Average.

Three questions in Alignment to Vision decreased this quarter. Some agencies noted ongoing confusion in the data exchanges, level of security, and understanding if the correct people are involved. The SharePoint upgrade and the corresponding uncertainty, have agencies worried about if, when, and how that will impact workflows and exchanges between agencies. The security concerns were noted in the "Technology" category. Also addressed in "Technology" was the item about having the correct resource involved in the project at the right time. Agencies stressed a risk that if the correct people were not involved at the correct time, the design may need modifications further downstream, and that the issue may not be found until after implementation.

Category L: Measurement (-.05)

Last Year Score   *2.93*

Last Quarter Score   *2.96*

Current Quarter Score   *2.91*

With a score of 2.91, Measurement is still perceived as Average.

As the project moves forward, agencies begin to realize that benefits derived from CISS are closer to reality. As long as progress towards full-scope implementation continues, question #3 will likely increase. The one area that decreased this quarter has been covered in earlier categories. Agencies feel a drop-off in communication especially around project status.

Appendix B: Project Group Category Details

The following are the survey questions with their related Project Activity Category, - as well as the Project Group Category of PMO, Xerox, and Agency.

Project Activity Category	Project Group Category	Question
A - Scope	PMO	The CISS project's scope includes all the pieces needed to meet the stated project goals for my agency.
A - Scope	PMO	CJIS project staff members inform me of approved change controls.
A - Scope	PMO	CJIS project staff work to clarify requirements and communicate them to my agency.
A - Scope	PMO	CJIS project staff informs me of progress toward project goals.
A - Scope	Agency	I feel my agency has the proper number of resources to meet my agency's CJIS project-related needs?
B - Development	Agency	The schedule is realistic for my agency.
B - Development	Xerox	The CISS development methodology is transparent and consistently applied.
B - Development	Xerox	The CISS implementation approach is transparent and consistently applied.
B - Development	Xerox	The CISS Release Plan balances the needs of our agency with the overall CISS program.
B - Development	Xerox	The Release Plan presents releases that make sense.
C. User Involvement	Xerox	I feel my agency is given the opportunity to review and approve requirements, design and testing scenarios when appropriate.
C. User Involvement	PMO	I feel my agency is asked for input when appropriate.
C. User Involvement	PMO	I am kept abreast of the CISS project status through regular communication.
C. User Involvement	Agency	The project team in my agency is informed and engaged concerning funding for CISS work.
C. User Involvement	Agency	I have a clear understanding of the work my agency needs to do with CISS.
D. Organization	Agency	We have the resource expertise to complete the tasks required to meet CISS project milestones for our agency.
D. Organization	Agency	The CISS project is expected to deliver cost savings to my agency after implementation.
D. Organization	Agency	Our agency has or will have sufficient funding to complete all planned project tasks for CISS.

Project Activity Category	Project Group Category	Question
E. Oversight	PMO	The CISS progress monitoring processes are clearly understood and consistently implemented by the CISS program team
E. Oversight	PMO	Our agency receives a sufficient level of support from the CISS project management team.
E. Oversight	PMO	The project milestones are attainable as currently scheduled for my agency.
E. Oversight	Agency	My team has a clear understanding of the CISS project status and our related work for CISS.
F. Project Management	PMO	I feel that the CJIS PMO has the experience needed to lead the CISS project successfully.
F. Project Management	PMO	Our agency has consistent and bi-directional communication with the CJIS PMO.
F. Project Management	PMO	I believe the CJIS project managers have credibility to succeed in my agency.
F. Project Management	PMO	The CISS project management approach is consistent and uses best practices to work with my agency.
F. Project Management	Agency	The relationship between our agency and the CJIS PMO is good.
G. Project Controls	Xerox	The planning for this project over the last quarter is sound and credible.
G. Project Controls	PMO	The status of the CISS project is consistently and accurately communicated to our agency.
G. Project Controls	PMO	Formal CISS project scope changes are well planned and effectively communicated to our agency.
G. Project Controls	Agency	CISS project issues are effectively tracked and addressed at the appropriate level with our agency.
G. Project Controls	PMO	I have confidence that the CJIS project will be completed close to the current plan/schedule.
H. Implementation	Xerox	The requirements gathering activities that my agency has participated in have sufficiently documented our agency's needs in the analyzed area.
H. Implementation	PMO	The project documentation that has been developed to date is comprehensive and accessible.
H. Implementation	Xerox	I have the confidence that the relationship between the Xerox team and my agency will enable successful implementation of CISS.

Project Activity Category	Project Group Category	Question
H. Implementation	Xerox	Our agency has confidence that the Xerox team will deliver CISS according to requirements ands schedule.
H. Implementation	Xerox	I believe that the relationship between the CJIS team and the Xerox team will enable CISS to be implemented successfully.
I. Contractor Performance	Xerox	The Xerox scope documents are clear, available and represent the current state of the project for your agency.
I. Contractor Performance	Xerox	Does the vendor, Xerox, interact with line staff at your agency at the appropriate level and at the right times?
I. Contractor Performance	Xerox	The project iterations are effectively managed and documented by the vendor.
I. Contractor Performance	PMO	The working relationship between the agency, PMO, and Xerox is open, transparent and effective.
I. Contractor Performance	Xerox	I believe that Xerox has a clear plan for transitioning my agency to the CISS system.
J. Technology	Xerox	I feel comfortable that Xerox understands all my agency's security concerns related to the development of the CISS System.
J. Technology	Agency	I believe that my agency's technical resources have the right level of technical understanding to complete CISS integration successfully.
K. Alignment to Vision	Agency	My agency understands how its information will be exchanged with other agencies using CISS.
K. Alignment to Vision	Agency	I believe that when completed, the CISS search capability will meet my needs.
K. Alignment to Vision	Agency	I am comfortable that my agency understands the authentication and GFIPM claims required for secure CISS access.
K. Alignment to Vision	Agency	My agency is confident that audit processes will ensure the confidentiality and integrity of the CISS system.
K. Alignment to Vision	Xerox	I believe the right people are involved in fully understanding and documenting my agency's business rules for CISS.
L. Measurement	PMO	The progress of the CISS project is objectively measured and clearly communicated to my agency.
L. Measurement	Agency	Staff members from my agency that are involved with CISS understand the project well.
L. Measurement	Agency	My agency understands the benefits it will derive from CISS.

Project Activity Category	Project Group Category	Question
L. Measurement	Agency	My agency has identified the risks and issues associated with the implementation CISS and have formally communicated them to the CJIS team.
L. Measurement	Xerox	My agency trusts that the CJIS and Xerox teams will successfully implement the CISS project.
L. Measurement	Agency	I believe the impact of the CISS Project will have on my agency will be positive.

Appendix C: Purpose

Qualis Health was contracted to provide a Quarterly Project Health Check Report to the CJIS Board. Qualis Health views its role as a partner with the goal of establishing a sustainably healthy project.

This report is the culmination of surveys and on-site interviews with agencies, the PMO, and Xerox. Qualis Health's methodology, detailed in the report, provides a data driven approach to measuring the project's health. Important to note, the data is perception driven, based on how the agency participants feel with regards to the questions asked. In each report, Qualis Health will identify project issues and risks as well as strengths that should be continued. The recommendations will help guide the PMO in addressing risks and issues with the intent of improvement to overall project health.

Appendix D: Methodology

Qualis Health will be conducting four Project Health Check Reports over the next year. For each report, SMEs from each agency, the PMO, and Xerox are sent a 55 question survey (Appendix B). The survey was comprised of questions covering the following 12 categories:

- Scope
- Development
- User Involvement
- Organization
- Oversight
- Project Management
- Project Controls
- Implementation
- Contractor Performance
- Technology
- Alignment to Vision
- Measurement

Survey respondents were asked to evaluate each question on a 1 to 4 scale:

- 4 – Strongly Agree
- 3 – Agree
- 2 – Disagree
- 1 – Strongly Disagree
- N/A – could be used for both "Not Applicable" or "Not Sure"

The approach is to have survey responses received, prior to stakeholder interviews, to allow for a more focused dialog. SMEs from each agency were interviewed, as well as two Project Managers from the PMO and two Project Managers from the contractor, Xerox.. The interviews allowed Qualis Health to ask follow-up questions, receive clarifications, and note recommendations. The information gathered from the interviews, together with the survey results, informed the risks, issues, and recommendations presented in this report.

The data from survey responses were synthesized into Excel for analysis. The compiled data provided an across-agency view of the Project's Health from the key stakeholder's perspective.

Each quarter the survey, with the same questions, will be sent to the same SMEs. This allows project progress to be marked by the stakeholders, removing the subjectivity of the interviewer. This is a change to the methodology compared to reports that were produced previously for the CJIS Governing Board. The first quarter's results establish a project baseline with which future quarters will be compared to show areas of project health gains, as well as new opportunities for project improvements.

The graphs in this document all utilized the same 1 to 4 scale, which corresponds to the scale from the survey responses. All the questions were asked in such a way so that the value of 4 corresponded to the highest level of project health and 1 corresponded to the lowest. Any

response of "N/A" was removed from consideration. Qualis Health received at least one survey result from each agency. Some agencies met internally to respond to the survey as a team, while other agencies had multiple SMEs respond to the survey. Responses were averaged by agency (for those agencies choosing multiple respondents) and then were averaged across all agencies. This ensured equal weight for all agencies. All the graphs in this document only contain data from the 10 Stakeholder Agencies, which are:

- Bureau of Enterprise Systems and Technology (BEST)
- Department of Emergency Services and Public Protection (DESPP)
- Office of the Victim Advocate (OVA)
- Division of Public Defender Services (DPDS)
- Connecticut Police Chiefs Association (CPCA)
- Division of Criminal Justice (DCJ)
- Board of Pardons and Paroles (BOPP)
- Department of Motor Vehicles (DMV)
- Department of Corrections (DOC)
- Judicial Branch