State of Connecticut Criminal Justice Information System Governing Board

Connecticut Information Sharing System Quarterly Project Health Check Services Report

12/16/2017 – 03/23/2018

Prepared By:

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Executive Summary

Agencies are eagerly awaiting the implementation and rollout of Phase 1. Stakeholders acknowledge the massive amount of work to get the project to within a few months of this milestone. The project has seen relationships improve among all agencies over that past few years. Some relationships that were previously strained are now supportive and are helping to move the project forward. Release 6 finally moving into user acceptance testing and the March Status Report from the Executive Director were a couple reasons why scores increased this quarter and project fatigue was reduced slightly.

Despite these gains and new found optimism, the project has critical risks that need to be addressed as soon as possible and ideally would have been addressed months, if not years ago. The Critical Risk Register contains three risks:
Risk #2 – Project resources identified for all agencies
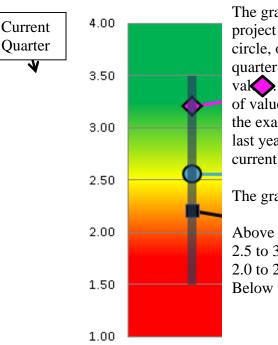Risk #4 – CJIS PMO and CISS staff leave the project
Risk #5 – The lack of operational support of the system

In the past there was concern that various agencies would not have resources in place to work on CISS and this would delay the project. Today the risk is the project will be completed, but that the CJIS team will not have the funding to operationally support the completed work and continue with the essential tasks of rolling out to all of the geographic areas, incorporating all their data and crafting workflows to handle their uniqueness.

Part of the goal of funding the ongoing CISS activities should be making the durational positions on the project permanent. The impacts from losing key resources and their relationships and institutional knowledge because they were looking for more secure employment will be hard to overcome and most likely more costly, due to potential delays caused by their efficiency versus a new employee's.

If no action is taken very soon, it is likely that there will be little operational support in place for Phase 1 implementation. Conduent will almost certainly not be around for the training of all operational support team members. This amplifies this risk and will compound the problem once this risk is realized and becomes an issue that has to be managed. Funding and hiring these positions is essential to project success.

Group	Last Year	Last Quarter	Current Quarter
Agency	2.73	2.81	2.90
Conduent	2.69	2.68	2.68
PMO	2.82	2.73	2.79

Current
Quarter
↓

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 value. 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 December 16, 2017 to March 23rd, 2018. 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.
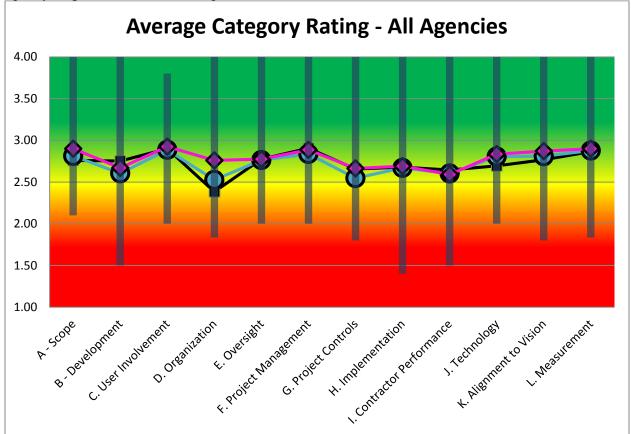
Critical Risks and Issues

Risk #	Description	Why Critical
Risk #2	Project resources (staff and funding) are not identified for all agencies and those agencies cause project delays.	**Recurring funding for operational support, Phase 1 rollout, and Phase 2 are not secured. The long-term success of the project requires quick action on this front.**
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	**Many key employees working with the PMO and CISS have durational positions. These resources could be tempted away from their CISS work for permanent positions taking institutional knowledge and impacting relationships with State agencies. Securing funding for the project should include a piece to make these positions, permanent State employees.**
Risk #5	The eighteen unfilled State full time employee positions for the project are not filled.	**An Operational Support Plan is not in place with just a little over two month left on the Conduent contract. Project success may hinge on whether or not a fully funded operational support plan is in place prior to end-user access.**

Overall Project Health (+.06)

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

The Overall Project Health increased from 2.73 to 2.79. This score is calculated by averaging agency responses across all categories.

Scores increased for all but one category this past quarter. Agencies are excited that the project is close to Phase 1 implementation but worry that important functionality will either be rushed or pushed late into Phase 2.

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

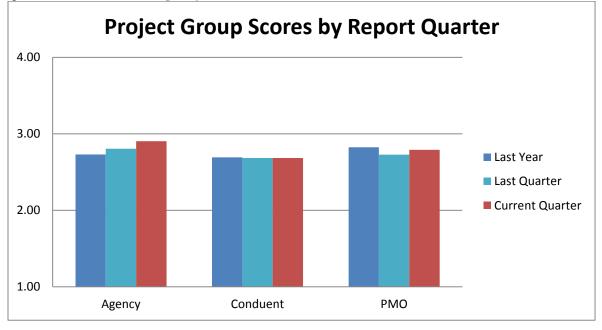| Category	Last Year	Last Quarter	Current Quarter	Difference
Scope	2.76	2.81	2.90	+.09
Development	2.75	2.60	2.67	+.07
User Involvement	2.90	2.89	2.93	+.04
Organization	2.38	2.52	2.76	+.24
Oversight	2.78	2.76	2.78	+.02
Project Management	2.91	2.84	2.89	+.05
Project Controls	2.66	2.55	2.66	+.11
Implementation	2.68	2.67	2.69	+.02
Contractor Performance	2.64	**2.60**	**2.59**	**-.01**
Technology	2.69	2.81	2.83	+.02
Alignment to Vision	2.77	2.81	2.87	+.06
Measurement	2.73	2.88	2.90	+.02

The following are highlights from this quarter's results:

- Many category scores increased this quarter due to agencies feeling more confident that implementation of Phase 1 would happen close to the current schedule.
- Agencies are feeling more comfortable that they can complete Phase 1 with their current resources. Because of this, Organization increased more than any other category this past quarter.
- Contractor Performance was the lone category to decrease. Stakeholders are concerned that the timeline may be too tight for Conduent to deliver a high quality product that has been fully tested.

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**: 2.90 **Conduent**: 2.68 **PMO**: 2.79.

Agency Overview (+.09)

Last Year Score	*2.73*
Last Quarter Score	*2.81*
Current Quarter Score	*2.90*

Release 6 moving into UAT and related issues being resolved fairly quickly have helped reduce project fatigue. Approaching the implementation date while appearing close to on-target has also had an impact on the fatigue. **The status report sent out by the Executive Director was extremely well received.** Stakeholders hope that that type of communication continues.

Agency Top Concerns

> There is still confusion at the agency-level as to what functionality and data will be available and when. Stakeholders want a clear, accurate description of this information so they can plan for the coming changes.
>
> > **PMO Recommendation:** The PMO should use the model office demonstration to bring agencies together and clearly present what functionality and data will be available at which points.
>
> Agencies were really pleased with March's Status Report from the Executive Director. It provided some much needed transparency and helped reduce project fatigue. There was some concern that the dates in the status report were quickly proved as inaccurate though.

PMO Recommendation: Update to last quarter's recommendation: PMO should continue the monthly status report with a focus on providing accurate dates for the project schedule.

Limited agency resources have impacted how quickly agencies have been able to meet project needs. (Risk #11)

Agency and Governance Committee Recommendation (R11-2): Update to last quarter's recommendation: The PMO needs to work with agencies to ensure agency resources are aligned for the remainder of Phase 1. If dates are adjusted, pertinent stakeholders should be notified immediately. All remaining work should be scheduled through implementation.

Conduent Overview (No Change)

Last Year Score   *2.69*

Last Quarter Score   *2.68*

Current Quarter Score   *2.68*

Stakeholders are concerned **that Phase 1 will not be given the time needed to fully test and correct issues, causing the project to implement a product that is buggy and not of the highest quality**.

Conduent Top Concerns

The project needs to ensure the system is fully tested with known bugs documented and communicated to end users prior to implementation.

Governance Committee Recommendation: The Governance Committee needs to work closely with Conduent and the PMO to ensure the project has the time to fully test Phase 1, but needs to ensure the project does not extend any longer than absolutely necessary.

CJIS PMO Overview (+.06)

Last Year Score   *2.82*

Last Quarter Score   *2.73*

Current Quarter Score   *2.79*

There are **two main concerns** among stakeholders for the future of the CISS project management**: an operational support plan that is fully funded and funding for the ongoing development and rollout of the CISS project in Phase 2**.

PMO Top Concerns

An Operational Support Plan is still not finalized. The project absolutely needs operational support in place to have a successful Phase 1 implementation.

Governance Committee and Board Recommendation: Operational support should be the number one concern for the Governing Board and the Governance Committee this next quarter. Securing funding and hiring a support team is critical to project success.

Funding needs to be secured for Phase 2 and the continued rollout of Phase 1. A successful implementation of Phase 1 will mean little to project success if the project cannot complete expansion to all police departments and corresponding geographic areas. This funding should also address the immediate risk of losing durational employees to permanent positions elsewhere in the State and thus losing key institutional knowledge.

Governance Committee and Board Recommendation: Outside of operational support, this is the largest issue facing the project. To ensure a successful project, the Governance Committee and Board need to act quickly.

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

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

   Update – **Phase 2 funding is not secured. This is essential to ensure the ongoing implementation, geographic area rollout, and future functionality.**

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 – **Many current key positions are durational employees. These employees may be tempted to leave the project for permanent positions in other agencies. Making these positions permanent is critical to stability.**

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 – **Phase 1 implementation is currently slated for less than 3 months away. It is absolutely essential to have an operational support team in place.**

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 – **Key RMS vendors have agreements to interface their data and progress is being made on having connections in place.**

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

Update – **Testing and defect resolution issues could result in a necessary contract extension to ensure a high quality, fully tested final product.**

Historical Issues and Risks

Issue #1	Trust
Issue #2	Sustainable Communication
Issue #3	Limited Access to Project Documentation
Issue #4	Stakeholder Project Engagement
Issue #5	Inconsistent Information
Risk #1	Parking Lot Issue Resolution
Risk #3	Conduent Contract Amendment
Risk #6	Move of Project to DESPP
Risk #8	Change Request create a moving target
Risk #9	Agency Support Systems
Risk #11	State Budget Cuts
Risk #12	Capacity of State IT Infrastructure
Risk #13	SharePoint Upgrade

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.	**Many agencies are hoping for a work group to determine the scope and priorities for Phase 2.**
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 of geographic areas is still needed.**
R2-1 + R11-1 – Project Resource Plan	Agencies need a document that aligns the project schedule with the agency's schedule and identify the	**All dates for the remaining work for Phase 1 should be scheduled and provided to the agencies for planning. Date changes should be**

Mitigation Recommendation	Overview	PMO Mitigation Progress
	resources needed for each task and gaps.	**immediately communicated to all parties.**
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 making progress, but funding remains unsecured.**
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 expected timelines for release.	**Stakeholders still are unclear about what functionality, which data, and the corresponding timeline of workflow for Phase 1. A model office is needed.**
R7-2 – RMS vendor negotiations	Work with State and Municipal Police to negotiate fair interface development timelines and prices	**Many RMS vendor contracts are signed.**
#R8-1 – PMO Change Request Tracking	The CJIS Change Control Board has been established to review agency changes that may impact the CISS Project.	**CRs are lower but still an issue.**
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.	Agency issues in meeting the timeline should be addressed by the Governance Committee.
R10-1 – Streamlined Defect Categorization and Resolution	A more streamlined testing and defect resolution process is needed.	The process put in place appears to be working for all parties.
R11-1 – State Budget Cuts	Update project schedule and align with Project Resource Plan	**Updating the project schedule to align with agency resources still remains critical.**

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	**Status Unknown**
	#R7-2 – RMS Negotiations	Started
Risk #8 – Change Control	#R8-1 – PMO Change Request Tracking	**Status Unknown**
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	**Status Unknown**
	#R11-2 – Governance Committee members work to appropriately prioritize CISS work	**Status Unknown**
Risk #12 – State IT Infrastructure Support	#R12-1 – Re-establish Technology Sub-committee to Analyze State Infrastructure.	**Not Yet Started**

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.
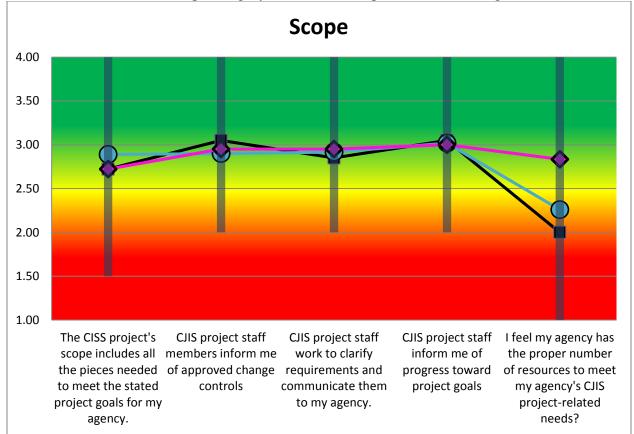
The graphs in this section are scores by project activity category versus who is actually responsible (i.e. Project Groupings: Conduent, PMO, and Agency). This is to give a view toward the overall project health within a specific set of project activities and their dependencies with one another. This could reveal a situation where Conduent 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 (+.09)

Last Year Score   *2.76*

Last Quarter Score   *2.81*

Current Quarter Score   *2.90*

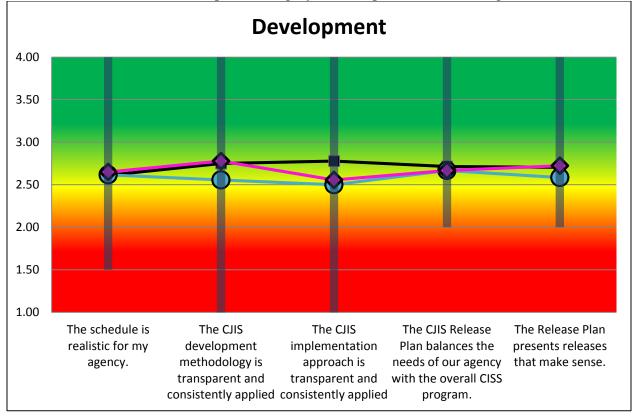With a score of 2.90, the Scope category continues to be perceived as Average.

Scope scores mostly increased this past quarter. Agencies have a better sense of when their agency resources are needed, given that the timeline to Phase 1 implementation is just a few more months. The Project Status Report sent out by the Executive Director was extremely well received across the agencies. There is concern among many stakeholders that much of the scope for Phase 1 will roll into Phase 2. A main concern for stakeholders is the ongoing support for the project, both financially and operationally.

Category B: Development (+.07)

Last Year Score	*2.75*
Last Quarter Score	*2.60*
Current Quarter Score	*2.67*

With a score of 2.67, the Development category remains perceived as Average.
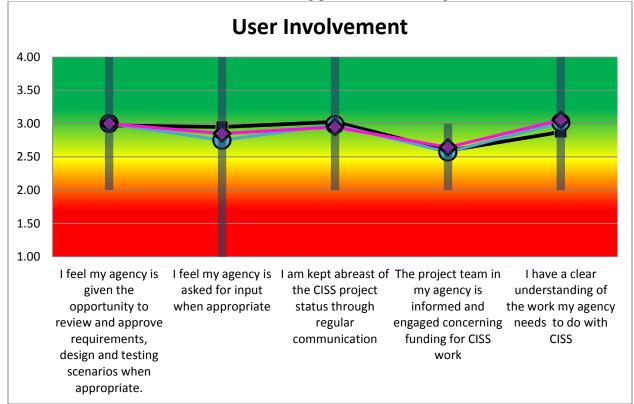

Stakeholders noted little change that would impact the Development category this past quarter. The monthly report delivered in March provided insight into the release plan, but otherwise scores were static.

Category C: User Involvement (+.04)

Last Year Score	*2.90*
Last Quarter Score	*2.89*
Current Quarter Score	*2.93*

With a score of 2.93, User Involvement is being perceived as Average.
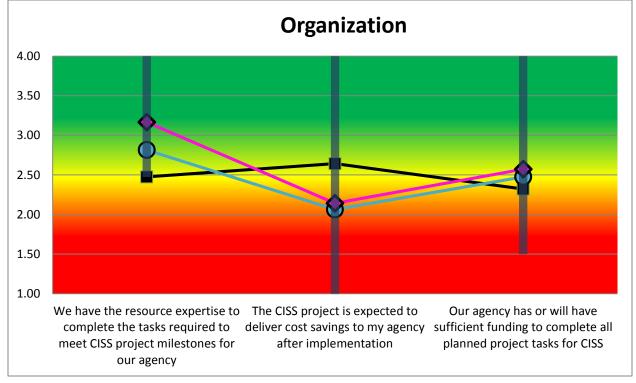

There was a slight uptick in User Involvement. Agencies are involved in Release 6 testing and the PMO has asked for input for Phase 2 scope. Both of these led to increases in perception of User Involvement.

Category D: Organization (+.24)

Last Year Score   *2.38*

Last Quarter Score   *2.52*

Current Quarter Score   *2.76*

With a score of 2.76 Organization is perceived as Average.
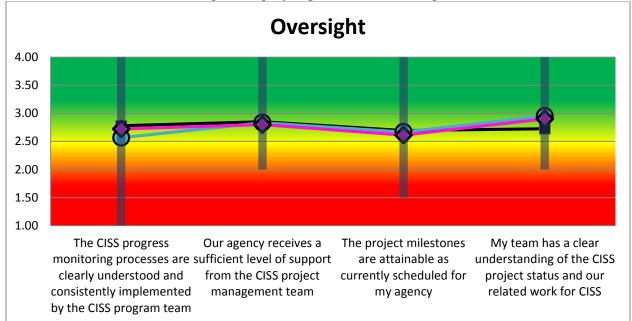

Organization increased the most this past quarter. Most of the gains were realized due to the fact that the stakeholders largely understand what work is left and more or less when it will need to be completed. This has less to do with changes in transparency and scheduling at the PMO level, but rather from the reality of how much time is left on the Conduent contract. The small window of remaining time has allowed agencies to figure out more or less when their resources are needed. There is still significant concerns that it will still be quite some time before agencies realize efficiency gains from the project.

Category E: Oversight (+.02)

Last Year Score   *2.78*

Last Quarter Score   *2.76*

Current Quarter Score   *2.78*

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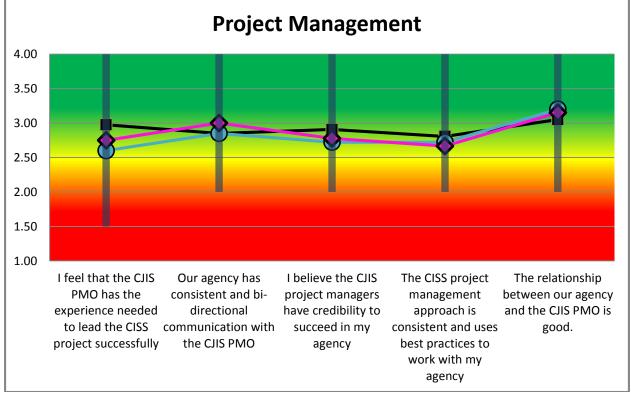

The small changes in Oversight this past quarter are likely attributed to the monthly status report delivered in March. Outside of those changes, there was very little impact to scores.

Category F: Project Management (+.05)

Last Year Score	*2.91*
Last Quarter Score	*2.84*
Current Quarter Score	*2.89*

With a score of 2.89 the Project Management category is perceived as Average.
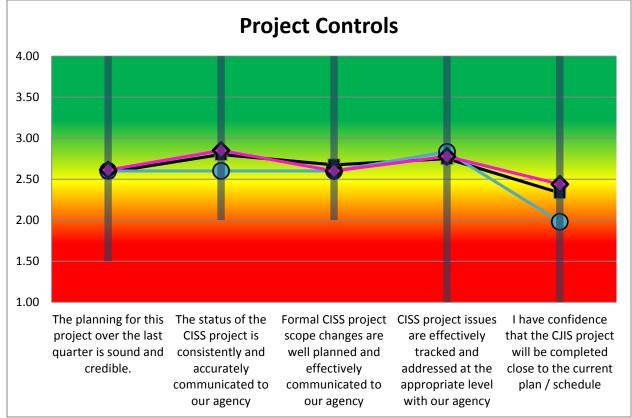

The Project Management category mostly increased this past quarter. Communication was noted as having improved. The relationship between agencies and the PMO has improved this past year. Agencies were pleased that they were asked for input for Phase 2 scope. Stakeholders also acknowledge the large amount of work that has been completed to get the project to this point.

Category G: Project Controls (+.11)

Last Year Score	*2.66*
Last Quarter Score	*2.55*
Current Quarter Score	*2.66*

With a score of 2.66 the Project Controls category remains perceived as Average.
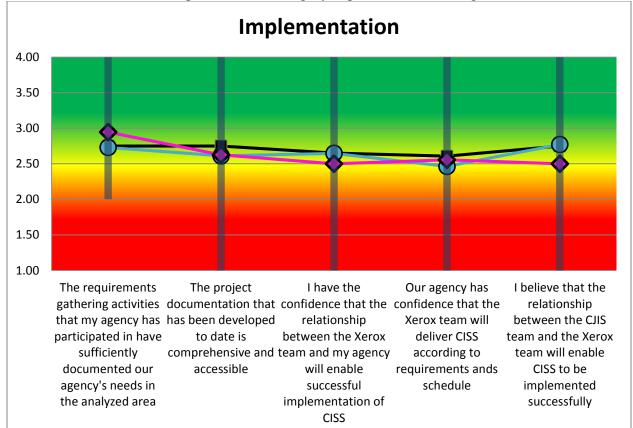
Project Controls

Stakeholders are finally believing that the project will be implemented close to the current schedule. Excitement is beginning to build in some agencies. The monthly status report greatly improved stakeholder perception of communication and transparency.

Category H: Implementation (+.02)

Last Year Score   *2.68*

Last Quarter Score   *2.67*

Current Quarter Score   *2.69*

With a score of 2.69, the Implementation category is perceived as Average.
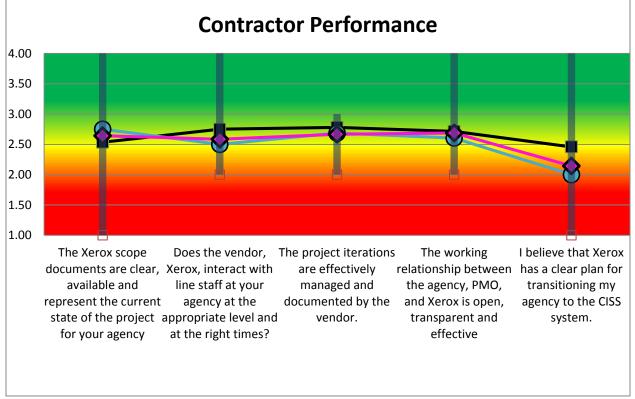

As agencies begin to test functionality, they have noted that requirements gathering properly captured most of their needs. There is concern that Conduent will not be able implement a high quality product in the time remaining. Several stakeholders expressed concern that the project would hold Conduent to an infeasible date, which would ultimately hurt the final product.

Category I: Contractor Performance (-.01)

Last Year Score	*2.64*
Last Quarter Score	*2.60*
Current Quarter Score	*2.59*

With a score of 2.59, Contractor Performance remains Average.
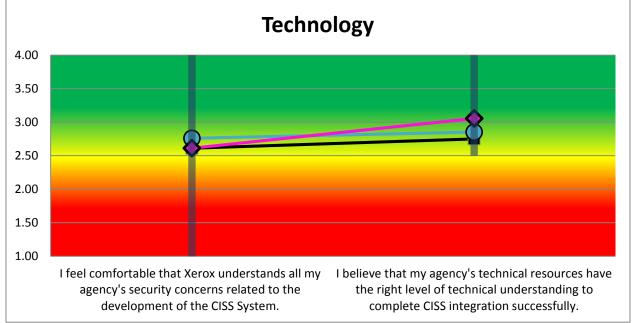

Contractor Performance

Agencies are worried about the amount of work left for Phase 1 and the little amount of time to complete that work under the current contract. Agencies are hopeful that the final product is of high quality and that project go-live is not forced prematurely. They also do not want the project to extend indefinitely.

Category J: Technology (+.02)

Last Year Score   *2.69*

Last Quarter Score   *2.81*

Current Quarter Score   *2.83*

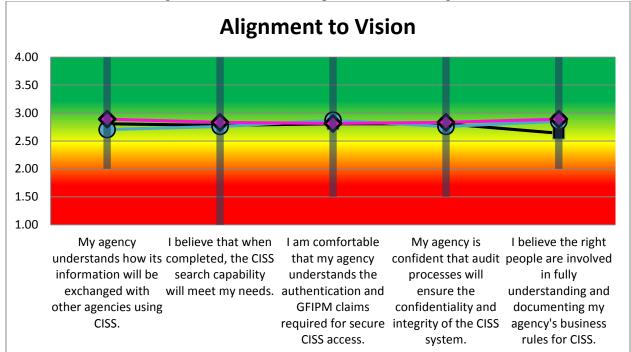With a score of 2.83, Technology is perceived as Average.

Technology

As with last quarter, there is still concern that MultiVue will not meet the security needs of each agency, until UAT is completed for all data sources passing through MultiVue, these agency concerns will likely remain.

Category K: Alignment to Vision (+.06)

Last Year Score   *2.77*

Last Quarter Score   *2.81*

Current Quarter Score   *2.87*

With a score of 2.87, Alignment to Vision is still perceived as Average.
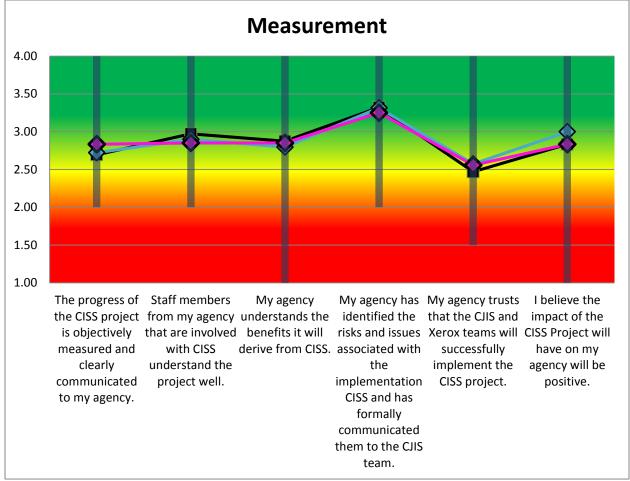

There is a lot of confusion about what exactly will be delivered at Phase 1 go-live and what will be delivered as part of the rollout or in Phase 2. Agencies would like to see an end-to-end Model Office with clarifications about what data will be available and when. Mostly stakeholders are pleased with what they are seeing so far, but the confusion mentioned above remains.

Category L: Measurement (+.02)

Last Year Score   *2.87*

Last Quarter Score   *2.88*

Current Quarter Score   *2.90*

With a score of 2.90, Measurement is still perceived as Average.

Measurement

The concern listed in Alignment to Vision is impacting agencies' scoring on project impact. Stakeholders need to clearly understand what functionality and data will be available at what time.

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, Conduent, 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	Conduent	The CISS development methodology is transparent and consistently applied.
B - Development	Conduent	The CISS implementation approach is transparent and consistently applied.
B - Development	Conduent	The CISS Release Plan balances the needs of our agency with the overall CISS program.
B - Development	Conduent	The Release Plan presents releases that make sense.
C. User Involvement	Conduent	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	Conduent	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	Conduent	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	Conduent	I have the confidence that the relationship between the Conduent team and my agency will enable successful implementation of CISS.

Project Activity Category	Project Group Category	Question
H. Implementation	Conduent	Our agency has confidence that the Conduent team will deliver CISS according to requirements ands schedule.
H. Implementation	Conduent	I believe that the relationship between the CJIS team and the Conduent team will enable CISS to be implemented successfully.
I. Contractor Performance	Conduent	The Conduent scope documents are clear, available and represent the current state of the project for your agency.
I. Contractor Performance	Conduent	Does the vendor, Conduent, interact with line staff at your agency at the appropriate level and at the right times?
I. Contractor Performance	Conduent	The project iterations are effectively managed and documented by the vendor.
I. Contractor Performance	PMO	The working relationship between the agency, PMO, and Conduent is open, transparent and effective.
I. Contractor Performance	Conduent	I believe that Conduent has a clear plan for transitioning my agency to the CISS system.
J. Technology	Conduent	I feel comfortable that Conduent 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	Conduent	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.

Project Activity Category	Project Group Category	Question
L. Measurement	Agency	My agency understands the benefits it will derive from CISS.
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	Conduent	My agency trusts that the CJIS and Conduent 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 Conduent. 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 Conduent 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, Conduent. 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