

State of Connecticut Criminal Justice Information System Governing Board

Connecticut Information Sharing System Quarterly Project Health Check Services Report

03/23/2017 – 06/14/2017

Prepared By:



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Executive Summary

Scores increased this quarter. Many agencies are feeling comfortable with the system, and although there are issues, most believe the issues can be overcome. Agencies are hopeful, but have serious concerns about the long-term health of the project. There is also worry that the full scope of Phase 1 is not feasible in the time remaining. Some of the positives noted were:

- Agencies are feeling better about system security, although testing Multivue will be key.
- Communication continues to be noted as a strong point
- Agencies currently using the system have positive reviews

One risk was added to the critical risk register this quarter, Risk #8.

The Critical Risk Register contains five risks:

- Risk #4 – The loss of Executive Director will negatively impact the project
- Risk #5 – The positions needed to operationally support the system
- Risk #7 – Interfaces with the RMS vendors are needed for full implementation
- Risk #8 – Change Requests continue to impact project progress
- Risk #11 – State Budget cuts will impact agency resources and threaten CISS project funding

Risk #4 and #5 remain unchanged. Although some steps have occurred, until the Executive Director position and operational support positions are filled, these will remain critical. The operational support of the system should be a focus of the Governing Board and CJIS PMO. It is essential to have these positions filled well in advance of Conduent's contract period ending so the staff can be trained and made ready to take control.

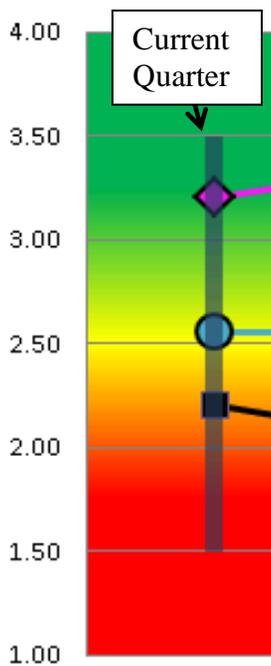
There has also been some progress with the RMS vendors, but until agreements are in place, this will remain a critical risk.

Risk #8 was added to the critical risk register this quarter due to the high number of change requests that are still being brought forward this late in the project. Risk #8's recommendation was updated this quarter to stress the importance of moving the project forward and not letting change request constantly move the target.

Risk #11's recommendation was also updated this quarter. It is essential the project ensure it has the funding needed to complete phase 1 and operationally support it. For obvious reasons, this is the most critical risk to the project.

Group	Last Year	Last Quarter	Current Quarter
Agency	2.69	2.73	2.79
Conduent	2.70	2.69	2.77
PMO	2.82	2.82	2.87

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 March 23, 2017 through June 14, 2017. 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.

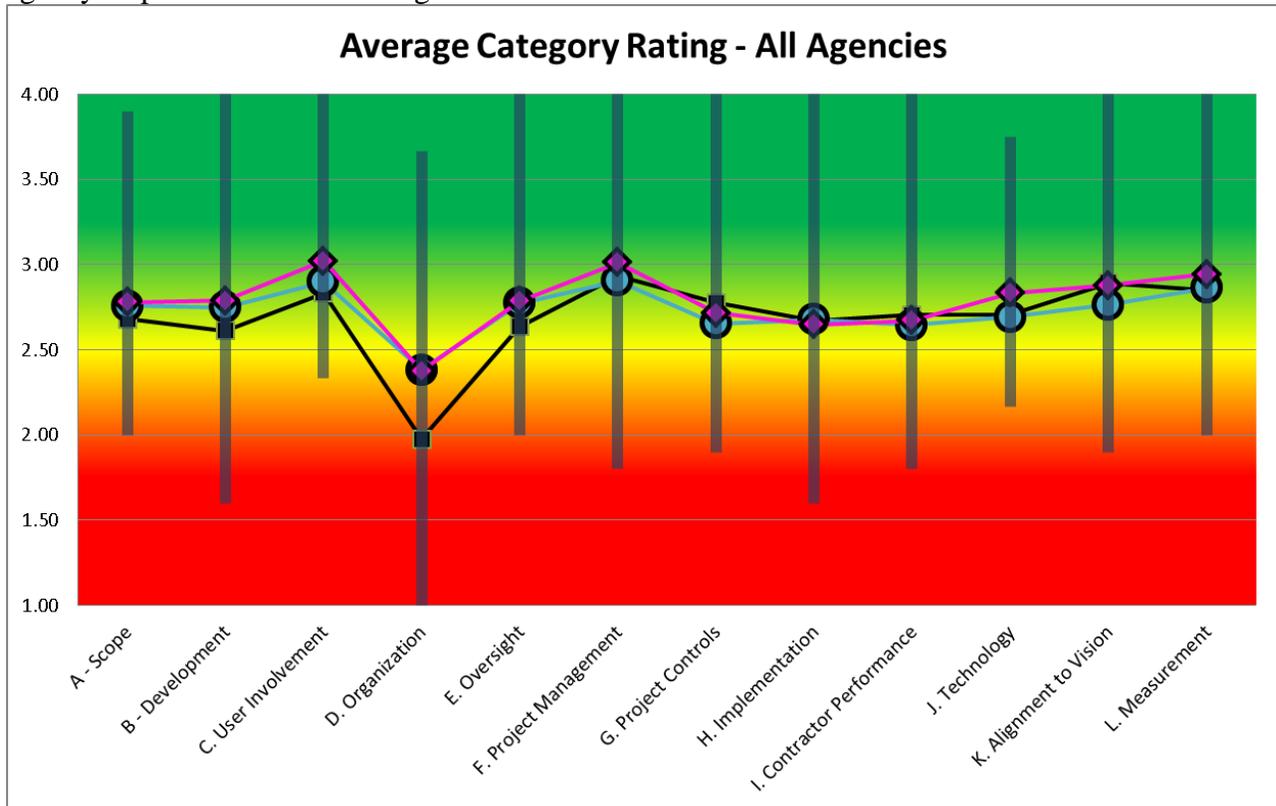
Critical Risks and Issues

Risk #	Description	Why Critical
Risk #4	The loss of CJIS PMO staff will impact the project.	It has almost been two years since the Executive Director position was vacated. By the time the position is filled and is brought up to speed, Phase 1 will be nearing completion.
Risk #5	The eighteen unfilled State full time employee positions for the project are not filled.	This risk has been carried as a project risk in these reports since March 2015, and very little progress has been made. There are just over eight months left on the Conduent contract. These positions need to be filled and trained with as much overlap with Conduent as possible to ensure a smooth transition.
Risk #7	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.	Assurances of support from all RMS vendors are needed to ensure the system can move forward with rollout of the geographic areas.
Risk #8	Changes to requirements are not addressed quickly enough causing the system to be developed and implemented with a backlog of known issues.	A significant number of change requests (CRs) continue to be brought forward at this late point in the project. It will be difficult to implement on-time if CRs continue to update the scope of work.
Risk #11	State budget cuts will impact the project directly, or stakeholder agencies indirectly, impacting the resources available to successfully implement the project.	The project needs to ensure it has funding to fully implement and support phase 1 and continue work towards phase 2. Ensuring the bond funding continues is essential to project success. With the Bond Commission meetings being cancelled until the fall, the project must ensure that this project is on the agenda of the first meeting once it restarts.

Overall Project Health (+.06)

Last Year Score 2.69
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 this quarter. Many agencies are excited with the progress they are seeing, though they are frustrated by the Release 6 slippage. Agencies are worried about the long-term health of the project. Stakeholders noted concerns for their resource availability, the feasibility of the project schedule, the funding of the project, and its operational support.

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

Category	Last Year	Last Quarter	Current Quarter	Difference
Scope	2.68	2.76	2.78	+.02
Development	2.61	2.75	2.79	+.04
User Involvement	2.84	2.90	3.02	+.12
Organization	1.98	2.38	2.38	No Change
Oversight	2.64	2.78	2.79	+.01
Project Management	2.94	2.91	3.01	+.10
Project Controls	2.78	2.66	2.72	+.06
Implementation	2.67	2.68	2.65	-.03
Contractor Performance	2.71	2.64	2.67	+.03
Technology	2.71	2.69	2.83	+.14
Alignment to Vision	2.89	2.77	2.88	+.11
Measurement	2.85	2.87	2.95	+.08

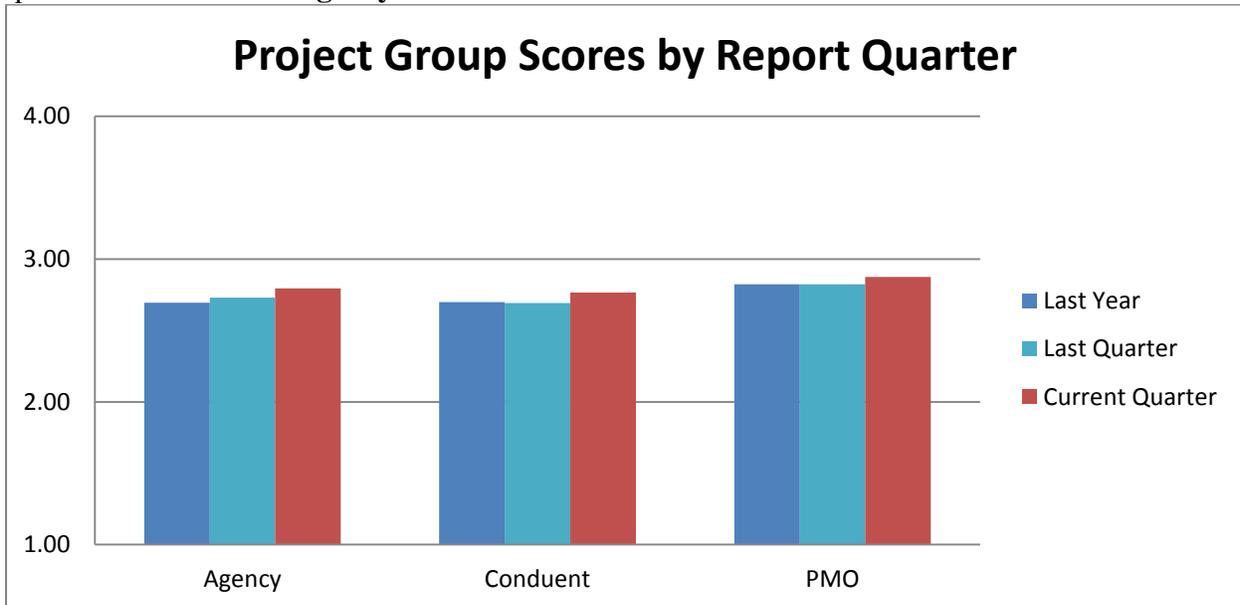
The following are highlights from this quarter's results:

- Implementation was the only category to decrease this quarter. This is the second consecutive quarter it decreased. Agencies believe in the project but worry that the full scope of Phase 1 will not be possible in the currently scheduled timeframe.
- User Involvement had a large increase this quarter. Most agencies are extremely involved in the project and have stressed that it is a struggle to keep up with the project's pace.
- Technology increased, as more agencies have become comfortable with the system and its security through testing.

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: 2.79 Conduent: 2.77 PMO: 2.87.**



Agency Overview (+.06)

<i>Last Year Score</i>	2.69
<i>Last Quarter Score</i>	2.73
<i>Current Quarter Score</i>	2.79

Again this past quarter, agencies are mostly very engaged in the project. **Due to competing resources and limited resources, agencies worry about meeting project demands and schedule. Agencies also noted the need for a visual representation of the system and its workflow.**

Agency Top Concerns

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

Agency and Governance Committee Recommendation (R11-2): Same recommendation as last quarter: The Critical Dates Document compiled by the PMO should be reviewed by the Governance Committee. Agency leadership should ensure the project is sufficiently prioritized to meet those dates. The PMO needs to work with agencies to ensure any additional strains on resources caused by budget cuts do not impact the timelines. This will require significant and constant communication.

Cross-agency, bi-weekly meetings are still being requested by agencies to provide a uniform update and a forum for cross-agency concerns/solutions.

PMO Recommendation: The PMO should organize this standing meeting.

Conduent Overview (+.08)

<i>Last Year Score</i>	2.70
<i>Last Quarter Score</i>	2.69
<i>Current Quarter Score</i>	2.77

Overall, agencies continue to have good relationships with Conduent. Some agencies were frustrated this part quarter with the slippage from Release 6. **Agencies and Conduent are increasing frustrated with the level of change requests being brought forward at this late stage.**

Conduent Top Concerns

High levels of change requests continue to slow the project. At a certain point, the project requirements have to be considered final for implementation. (Risk #8)

PMO Recommendation Update (R8:1): Change requests (CRs) should continue to be documented, but only critical CRs should be considered for completion prior to implementation. The PMO should then order all remaining CRs for post go-live work.

CJIS PMO Overview (+.05)

<i>Last Year Score</i>	2.82
<i>Last Quarter Score</i>	2.82
<i>Current Quarter Score</i>	2.87

Agencies' perception of the PMO remains high. **Stakeholders are concerned that there is not a long-term operational support plan in place.** Also agencies want more police involvement. In the time that has passed since the interviews with agencies, **at least one police resource has been identified for user acceptance testing. More are needed.** Agencies also continue to want a standing cross-agency meeting hosted by the PMO.

PMO Top Concerns

Ensuring that the project is fully funded through implementation and supported operationally is essential. Nothing else matters on the project if this is not in place.

Governing Board and PMO Recommendation: Work to ensure CISS bond funding is on the first Bond Commission Meeting agenda when those meetings resume.

Operational Support for Phase 1 has still not been put into place. If it is not in place by next quarter, it will likely be too late for those resources to be fully trained by Conduent, unless the project is once again extended.

PMO Recommendation: Operational Support, outside of project funding, should be the number one concern for the PMO and the Governance Committee this next quarter.

The project has an extensive amount of work to complete in a short amount of time. Agencies have limited resources and competing priorities. Conduent has a tight schedule to complete the remaining work.

PMO Recommendation: With the tight timeline, limited resources, and extensive work left to complete, the PMO should ensure that all CISS meetings have clear agendas, focused invitation lists, and attendees prepared for the meetings with authority to make decisions. Many Agencies and Conduent would like to see meetings limited to only essential meetings. At this point in the project, all entities involved should be focused on completing the remaining work and should only be in meetings when absolutely necessary.

As with last quarter, Agencies are unsure of the production end-to-end workflow process. The proposed "Model Office" process walk-through is requested for as soon as possible so agencies can make sure their policies and procedures are updated accordingly.

PMO Recommendation: The PMO is still planning on completing the Model Office, but in the meantime, a visual can be created to help agencies understand how CISS will work.

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

No New Risks This Quarter

Previously Identified Risks

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



Update – The PMO will need to re-assess resources after a final State budget has been approved.

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 – The Executive Director position still has not been filled.

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 – Until the positions are filled, these vacancies are a critical risk.

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 – There is some progress on agreements with RMS vendors, but talks with all vendors have not yet completed.

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 – There is a new recommendation for this risk this quarter. There are still a high level of CRs being brought forward. Only critical CRs should be considered prior to implementation.

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 Conduent defect resolution will continue to impact the project schedule.



Update – No update this quarter.

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



Update – The project needs to ensure all funding and resources needed to complete the project are in place, not just at the agencies, but for the CISS project itself.

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.



Update – This item is now tracked at the Governance Committee meeting.

Issues and Risks No Longer Identified as Current

- 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 #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.	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 contingent on RMS interface work.
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.	Due to Release 6 slippage, the schedule will likely have to be adjusted and Release Plan dates updated.
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 expected timelines for release.	The remaining data sharing piece is the RMS vendor data interface. See R7-2.
R7-2 – RMS vendor negotiations	Work with State and Municipal Police to negotiate fair interface development timelines and prices	These talks are underway, but not yet completed.
#R8-1 – PMO Change Request Tracking	The CJIS Change Control Board has been established	The CR process is working, but too many CRs are brought forward,

Mitigation Recommendation	Overview	PMO Mitigation Progress
	to review agency changes that may impact the CISS Project.	impacting the progress Conduent can make. The recommendation has been updated to only approve critical CRs for completion prior to implementation.
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	The PMO needs to be on top resource planning during this summer's budget cuts. The PMO also needs to ensure their funding is in place. This includes getting on the agenda for the first Bond Commission meeting after the break.

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
	#R7-2 – RMS Negotiations	Started
Risk #8 – Change Control	#R8-1 – PMO Change Request Tracking	Recommendation Updated
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	Status Unknown
Risk #12 – State IT Infrastructure Support	#R12-1 – Re-establish Technology Subcommittee 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.

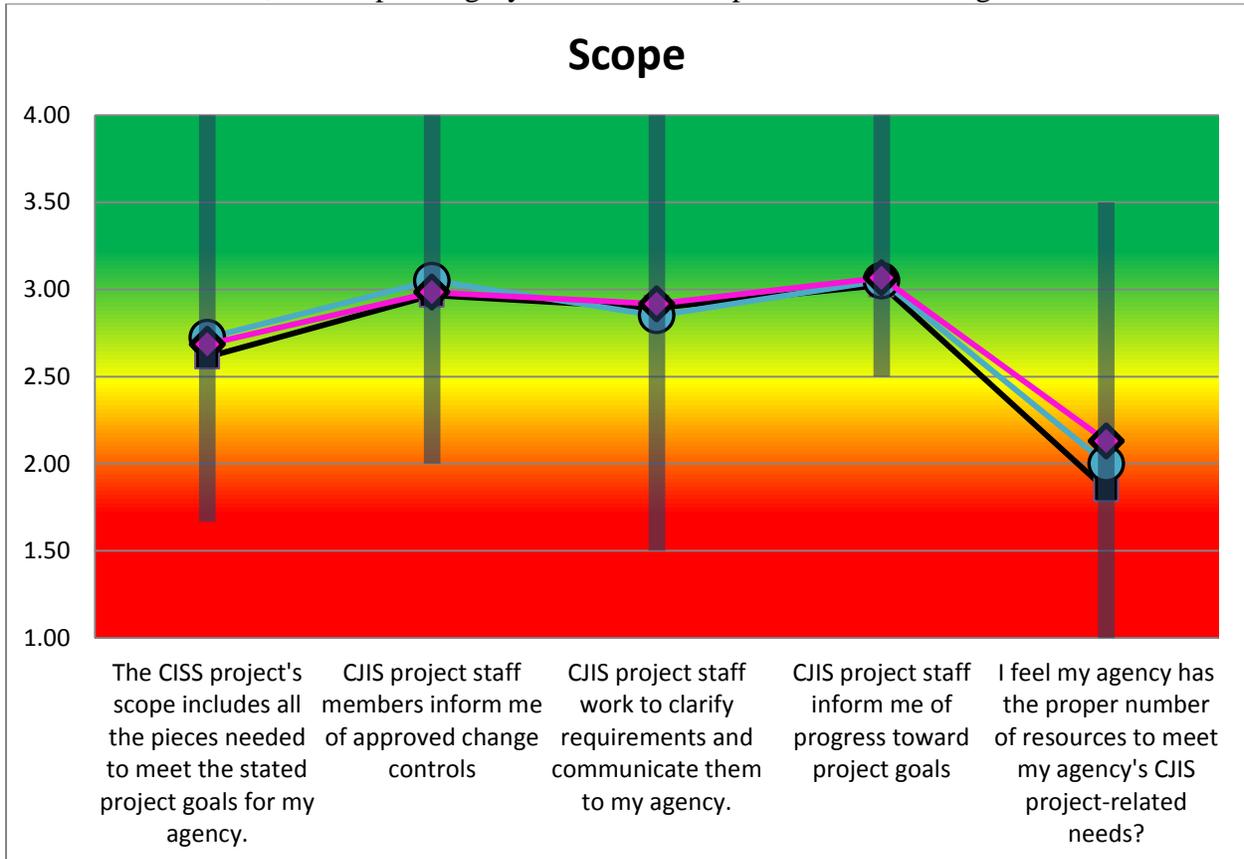
Category A: Scope (+.02)

Last Year Score 2.68

Last Quarter Score 2.76

Current Quarter Score 2.78

With a score of 2.78, the Scope category continues to be perceived as Average.



Communication from the CJIS PMO to the agencies continues to be a strong point. Agencies are worried about the project's pace and their ability to meet project demands with limited resources and competing priorities. Many agencies do not see how the full scope of Phase 1 can be implemented in the time remaining. Stakeholders worry that key workflow functionality will be cut in order to implement on time.

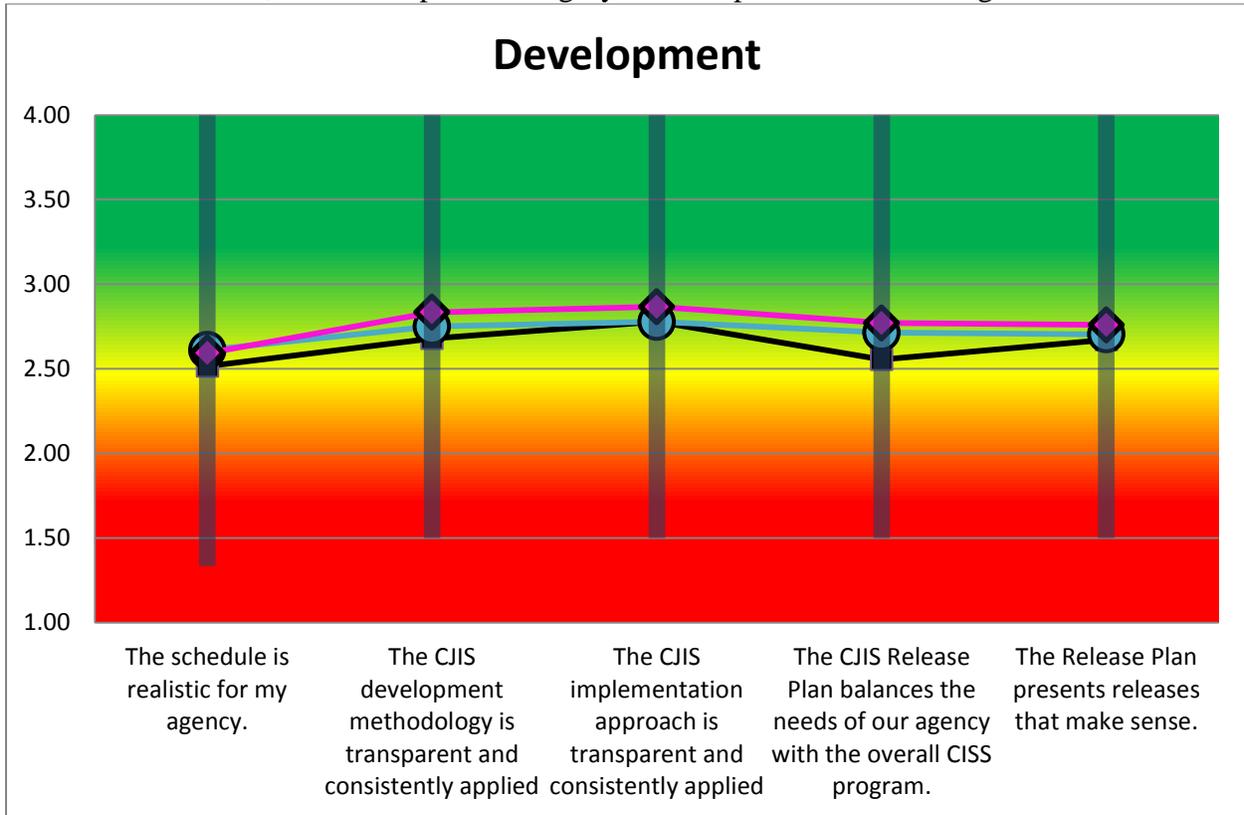
Category B: Development (+.04)

Last Year Score **2.61**

Last Quarter Score **2.75**

Current Quarter Score **2.79**

With a score of 2.79, the Development category remains perceived as Average.



Stakeholders are frustrated with the Release 6 slippage. There is concern that the schedule is no longer feasible and the go-live date will need to be adjusted again. Although the scores increased slightly for the Development category this quarter, if the releases see additional slippage, faith in the schedule and release plan will likely decrease.

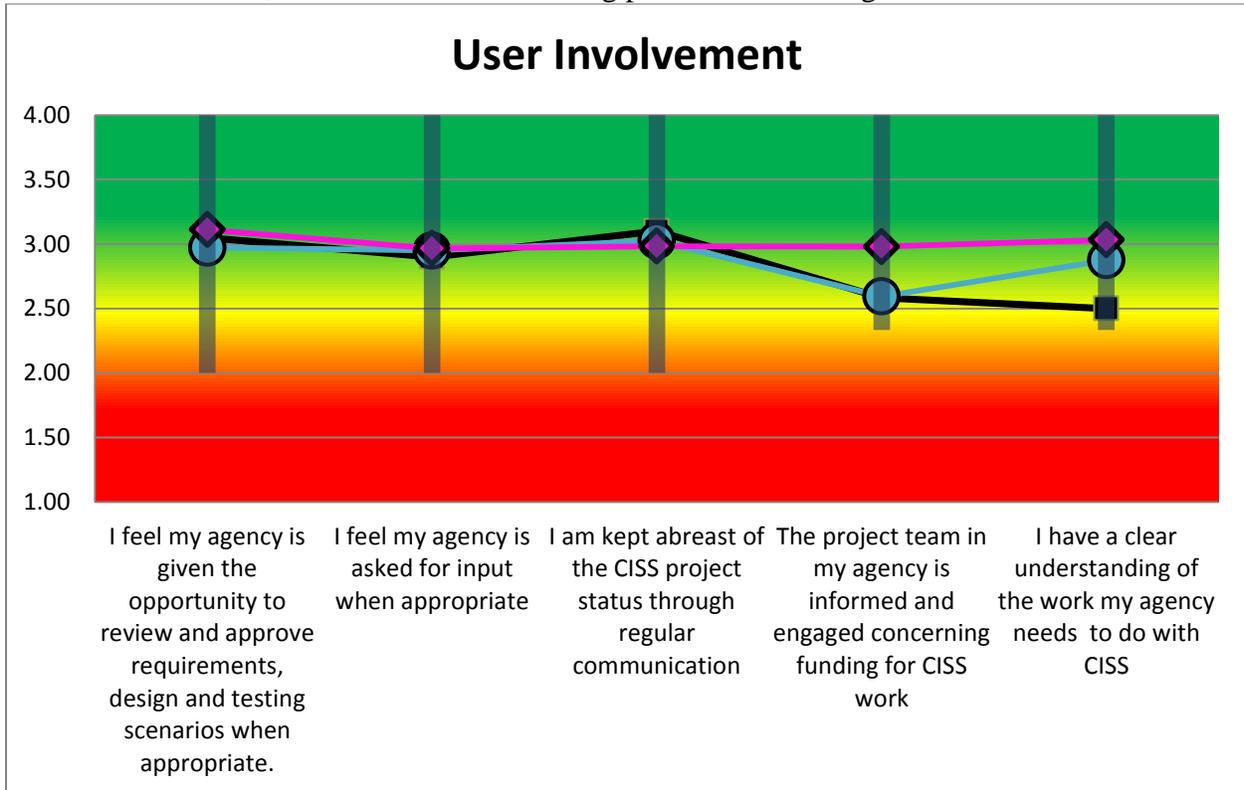
Category C: User Involvement (+.12)

Last Year Score 2.84

Last Quarter Score 2.90

Current Quarter Score 3.02

With a score of 3.02, User Involvement is being perceived as Strong.



As with last quarter, many stakeholders continue to request a standing, cross-agency meeting. The hope is that agencies could discuss both CISS related items or other cross-agency work, so that good communication lines are available to understand work across all criminal justice agencies. Otherwise, project communication is generally considered a strength. Most agencies are extremely involved in the project right now and the scores reflect this. User Involvement is now perceived as Strong.

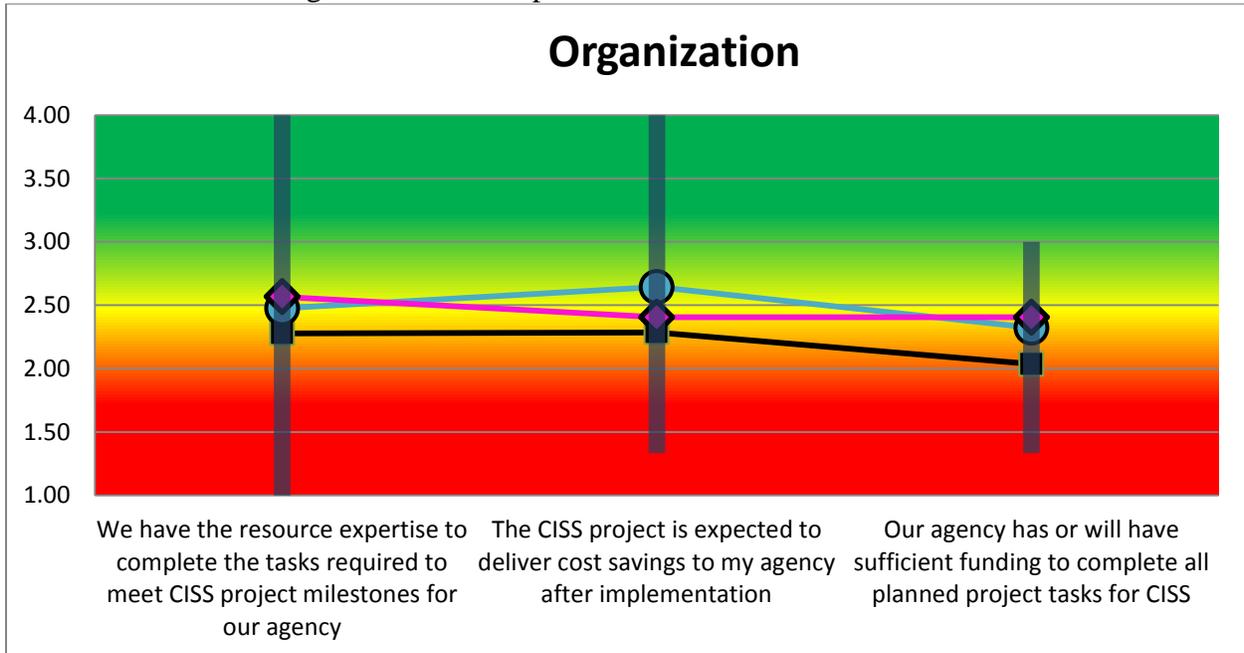
Category D: Organization (No Change)

Last Year Score *1.98*

Last Quarter Score *2.38*

Current Quarter Score *2.38*

With a score of 2.38 Organization is still perceived as Weak.



There was no change in the perception of the Organization category this quarter. Agencies worry about when efficiency and cost savings will be realized. Many stakeholders believe that go-live will introduce a lot of confusion and extra work. These agencies believe it may take quite awhile to refine processes and that until those processes are streamlined and shown to be effective, they will not see cost savings or efficiency gains. As with past quarters, many agencies noted concerns about their available resources versus the project demands. At the time of this report writing, the State budget was still a big unknown.

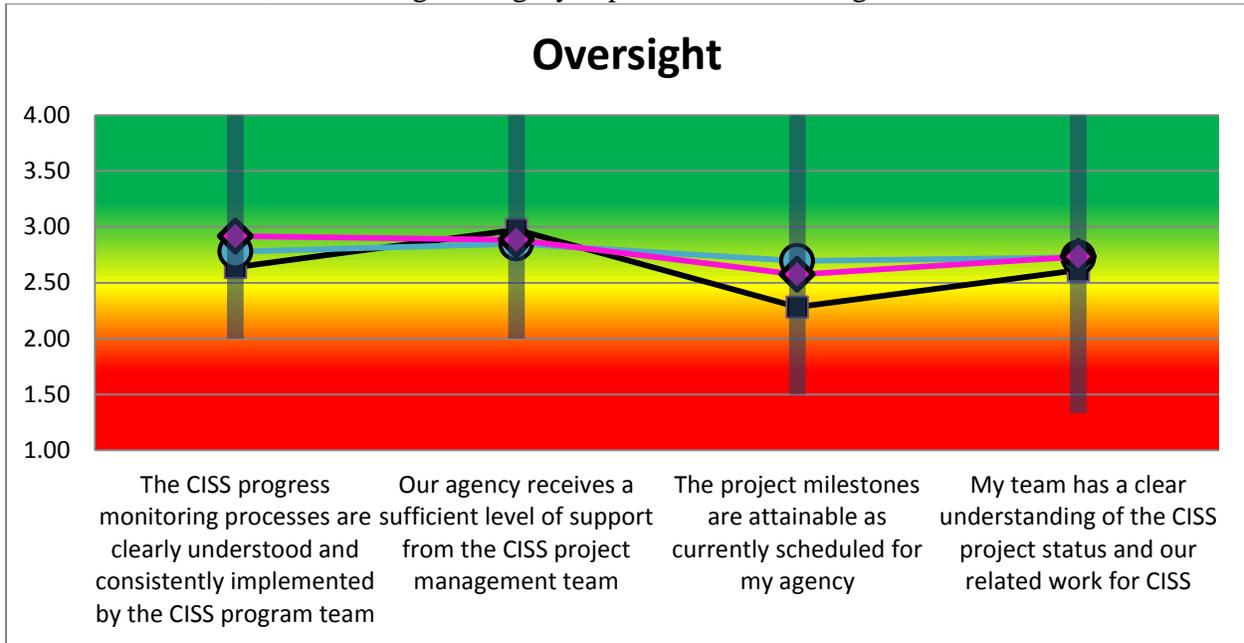
Category E: Oversight (+.01)

Last Year Score 2.64

Last Quarter Score 2.78

Current Quarter Score 2.79

With a score of 2.79, the Oversight category is perceived as Average.



There was very little change in Oversight this quarter. Communication on progress has been good, but agencies have less faith that project milestones are attainable as currently scheduled. Stakeholders continue to note that the project does not have a good track record of meeting the schedule.

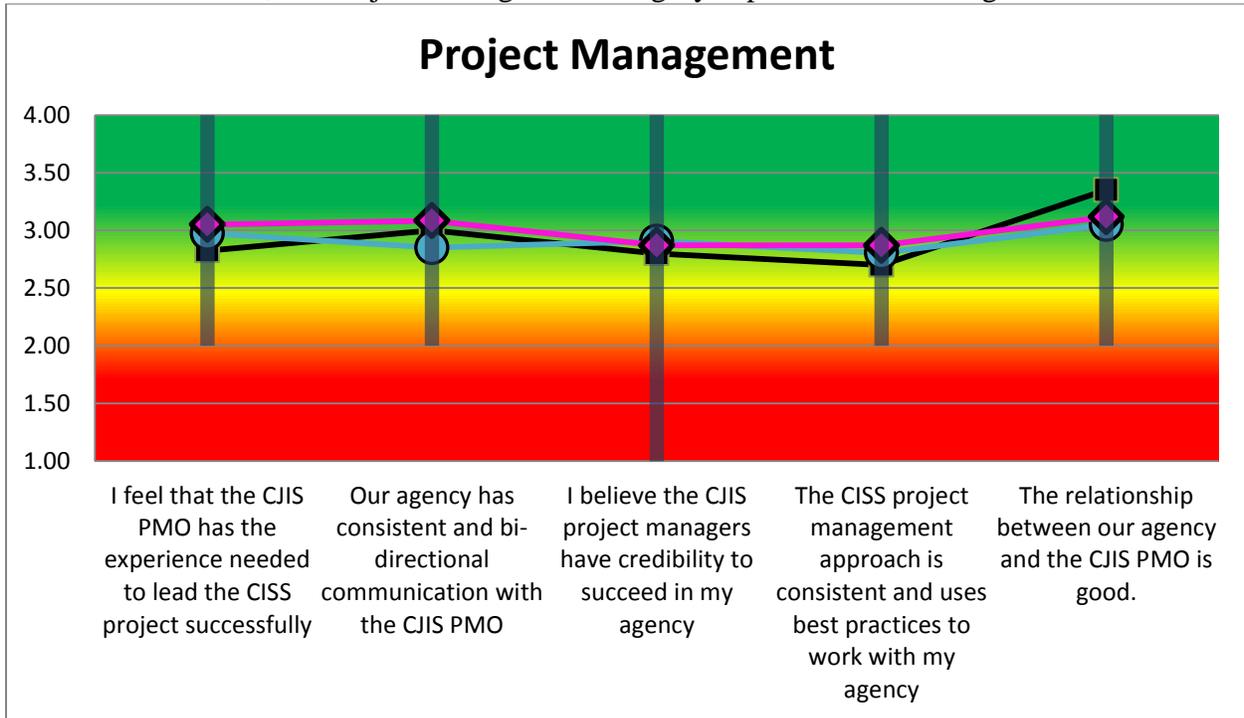
Category F: Project Management (+.10)

Last Year Score **2.94**

Last Quarter Score **2.91**

Current Quarter Score **3.01**

With a score of 3.01, the Project Management category is perceived as Strong.



The Project Management category moves back up to being perceived as Strong. The relationships and communications between the agencies and the CJIS PMO continue to be noted as project assets.

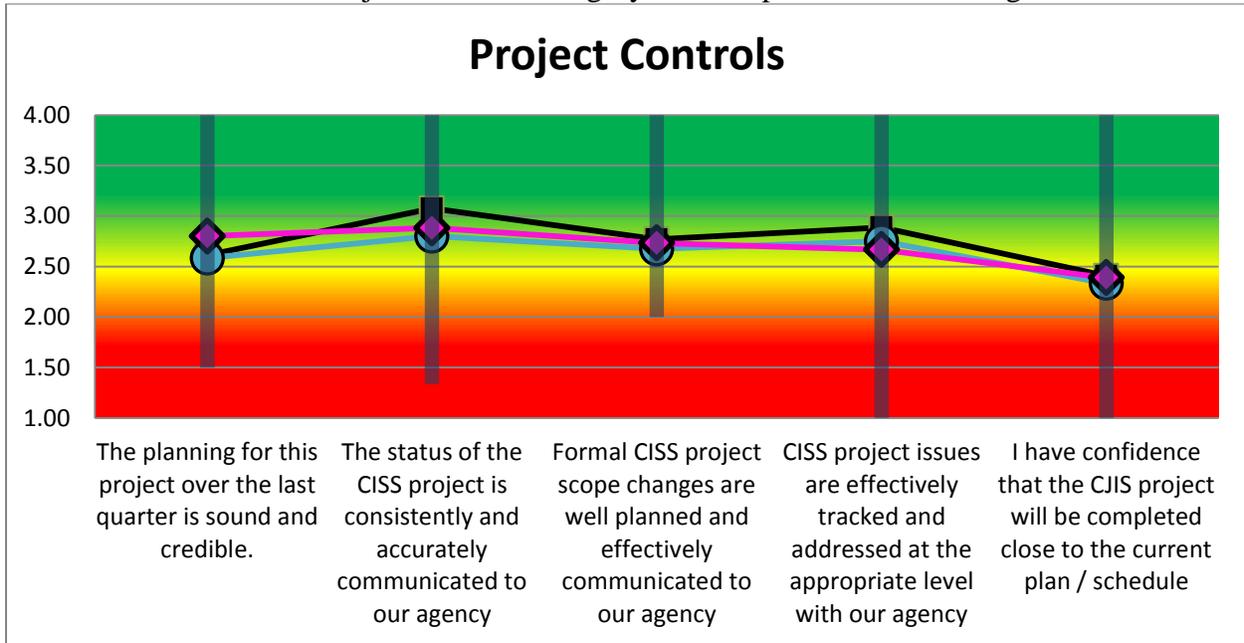
Category G: Project Controls (+.06)

Last Year Score 2.78

Last Quarter Score 2.66

Current Quarter Score 2.72

With a score of 2.72 the Project Controls category remains perceived as Average.



As noted in previous categories, agencies are concerned that the project may continue to push out past the currently scheduled go-live date. Stakeholders are worried that continued delays will impact essential scope and that key workflow processes will not be implemented, thus decreasing efficiency gains the project will provide. There are also growing concerns that if the project is not implemented and showing efficiency gains well before a new Governor is in place, the project could see dramatic cuts or it could be eliminated. Agencies also noted that the number of change requests still being identified this late in the project is very worrisome. Many stakeholders would rather see the project limit change requests and implement closer to schedule, and then implement those change request deemed as non-critical afterwards.

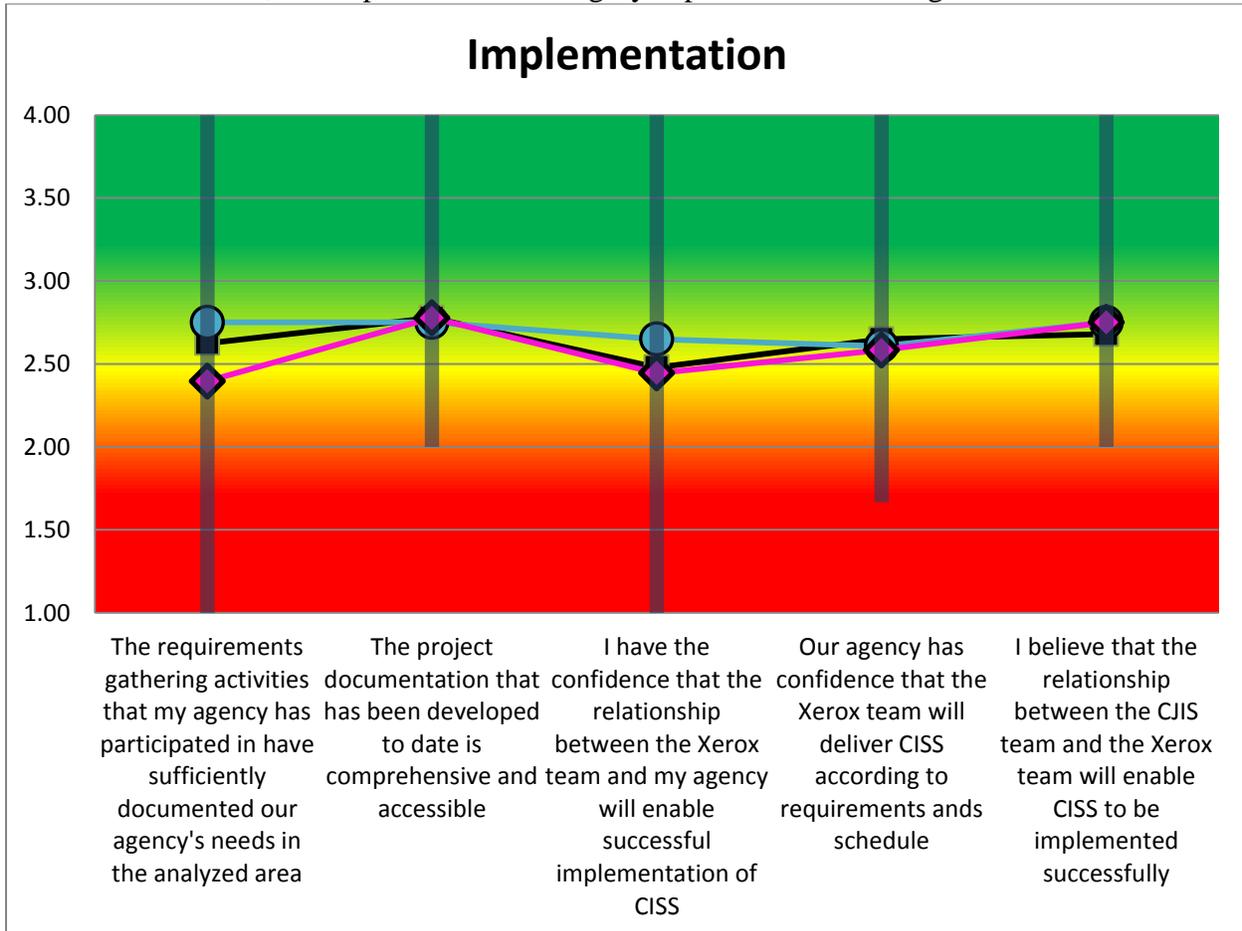
Category H: Implementation (-.03)

Last Year Score 2.67

Last Quarter Score 2.68

Current Quarter Score 2.65

With a score of 2.65, the Implementation category is perceived as Average.



Many agencies are finding that requirements gathering was insufficient; some have noted that agencies did not review sufficiently prior to sign-off, others noted deficiencies in the process. Regardless of how it got to this point, the high number of change requests still being identified is impacting project progress.

As Conduent struggled to bring the right technical skills to the project, the schedule suffered. These struggles, along with the number of CRs, have hurt the relationship between Agencies, the PMO, and Conduent.

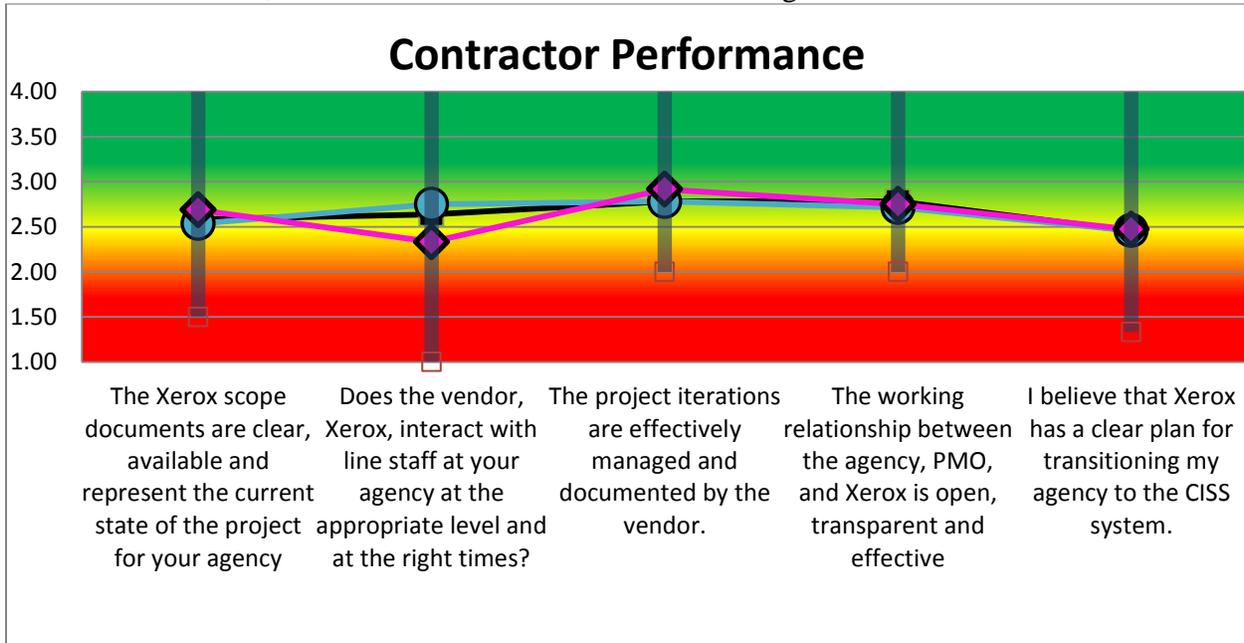
Category I: Contractor Performance (+.01)

Last Year Score **2.71**

Last Quarter Score **2.64**

Current Quarter Score **2.65**

With a score of 2.65, Contractor Performance remains Average.



Many agencies that were expecting more interactions with Conduent, noted less interaction this quarter. Stakeholders were hoping that this is a one-time issue, as Conduent worked through Release 6 issues.

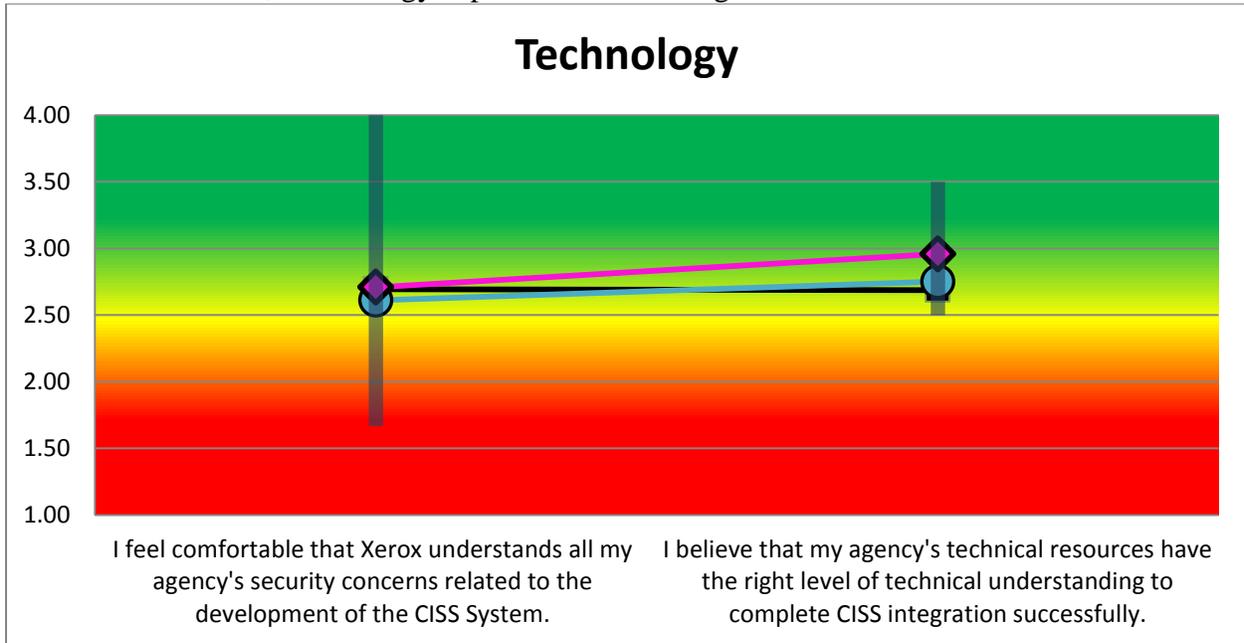
Category J: Technology (+.14)

Last Year Score 2.71

Last Quarter Score 2.69

Current Quarter Score 2.83

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



Many agencies were feeling much more comfortable with the security and the technical requirements in the CISS system this quarter. If testing for Multivue proves successful, agencies will likely increase these scores even more.

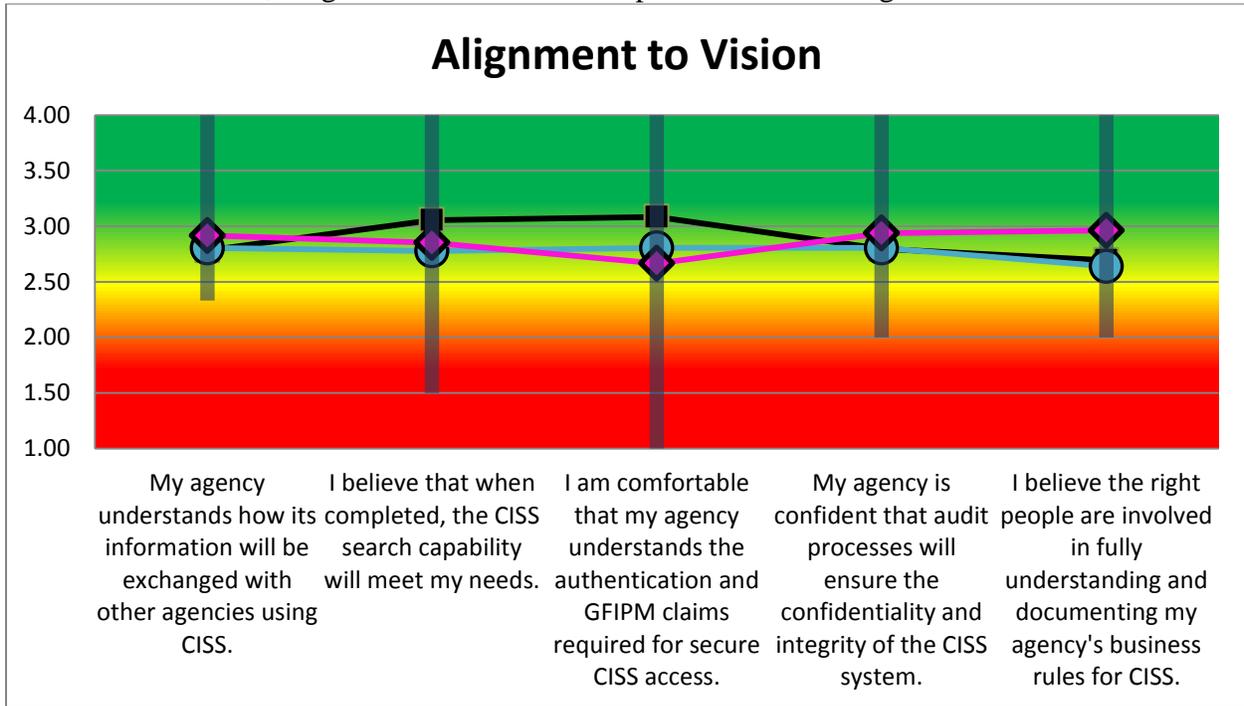
Category K: Alignment to Vision (+.11)

Last Year Score **2.89**

Last Quarter Score **2.77**

Current Quarter Score **2.88**

With a score of 2.88, Alignment to Vision is still perceived as Average.

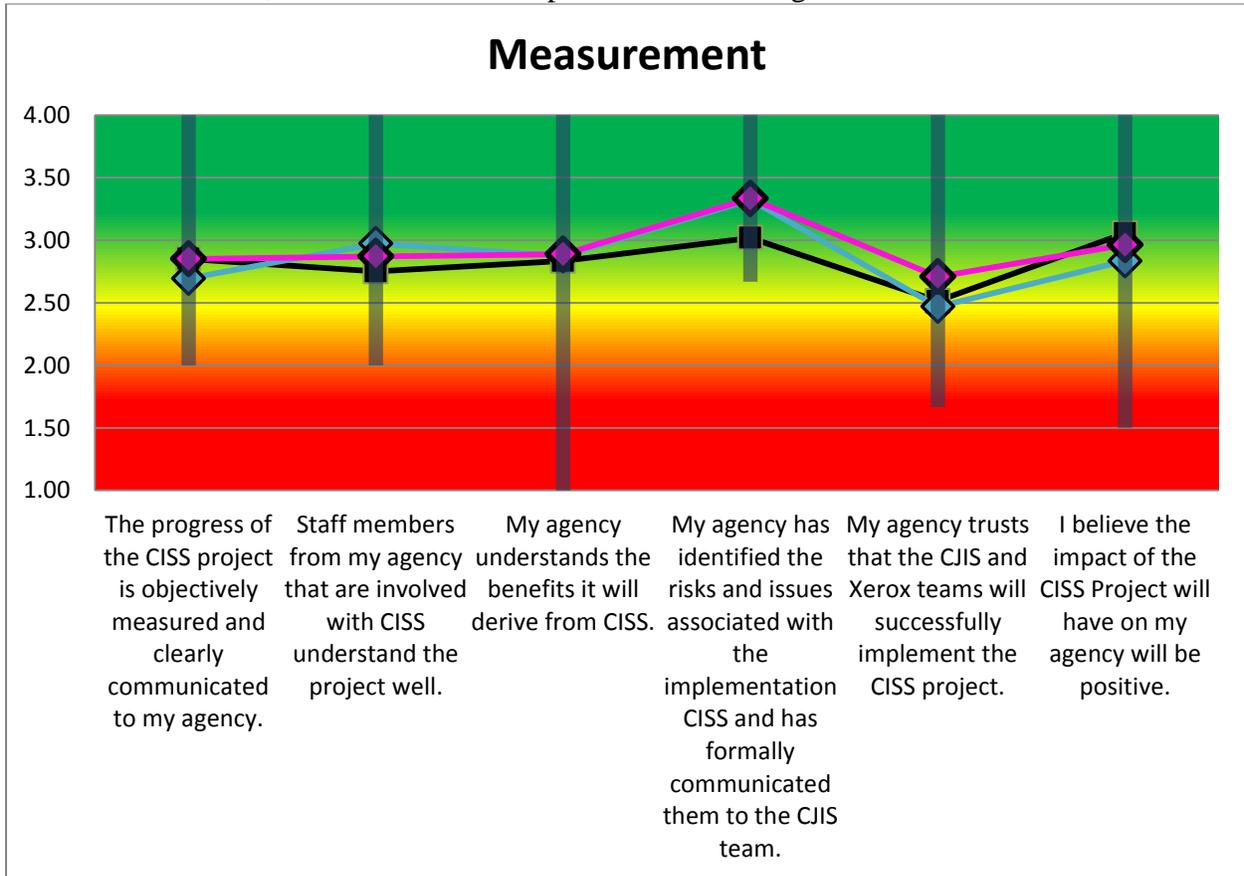


Mostly scores in Alignment to Vision increased this quarter. Agencies have stressed that they would like a visual diagram or a model office so they can really understand how CISS will integrate processes and technology across agencies. Stakeholders have noted that without this visual, they are struggling to understand the end to end workflow and therefore struggle to understand how their internal processes will change.

Category L: Measurement (+.08)

Last Year Score 2.85
Last Quarter Score 2.87
Current Quarter Score 2.95

With a score of 2.95, Measurement is still perceived as Average.



Measurement scores increased this quarter, excepting the question about understanding the project well. As stated in Alignment to Vision, agencies need to see a visual representation of the project, or a model office setup to demonstrate how the project data and workflows will work from end to end.

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 and 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.
L. Measurement	Agency	My agency understands the benefits it will derive from

Project Activity Category	Project Group Category	Question
		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