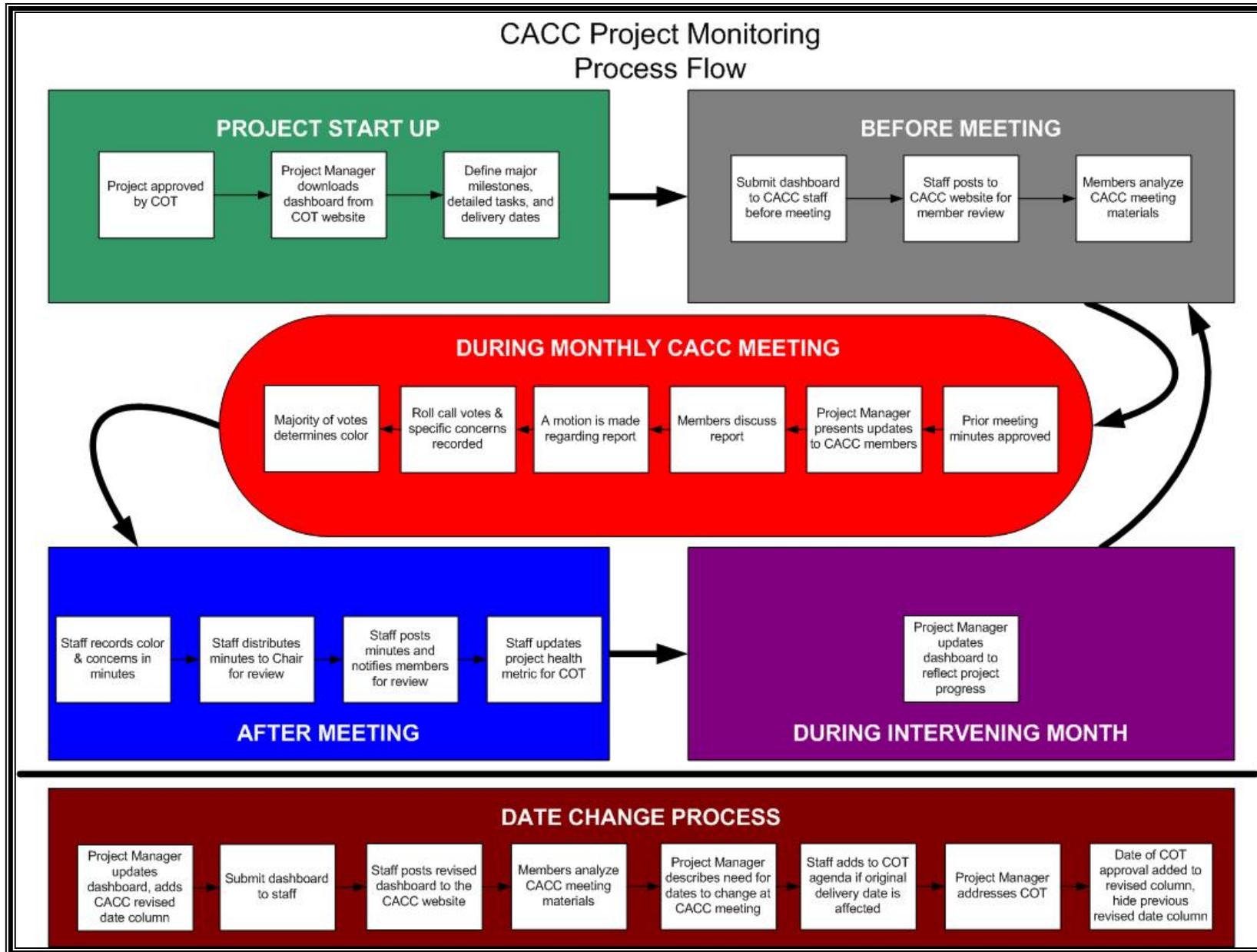


CACC Project Monitoring Details



CACC Project Monitoring Details

ITEM B. Project Oversight Status Modes and Colors

Color/Mode	Characteristics	CACC Actions*	Notification
Green	<ol style="list-style-type: none"> 1. On schedule 2. Within budget 3. Clear deliverables 4. Project plan up to date 5. Status report up to date 	<ol style="list-style-type: none"> 1. Analyze status report 2. Update COT metric 	None
Yellow	<ol style="list-style-type: none"> 1. Falling behind schedule on specific tasks 2. Over budget 3. Unsatisfactory deliverables 4. High costs/burn rate 5. Number of unresolved issues 6. A current business process is at risk 7. Incomplete status report 	<ol style="list-style-type: none"> 1. Inform project manager and court leadership of concerns, if serious 2. Request more detail on areas of concern 3. May report deficiencies or risk areas to COT, if voluminous 4. Update COT metric 	Project Manager Court Leadership COT Chair
Red	<ol style="list-style-type: none"> 1. Project significantly behind schedule 2. Missed deliverable dates 3. High cost overruns 4. Poor vendor relations/staffing 5. Significant unresolved issues 6. A current business process is non-functional 6. Lack of status report 	<ol style="list-style-type: none"> 1. Notify COT chair immediately 2. Note concerns in minutes 3. Notify COT, project manager, and court leadership of key deficiencies in writing 4. Place on COT agenda 5. Initiate independent investigation of issues or audit of project 6. Update COT metric 	COT Chair Project Manager Court Leadership COT Members AOC CIO
Completed	<ol style="list-style-type: none"> 1. Completed schedule 2. Final budget numbers 3. Completed deliverables 	<ol style="list-style-type: none"> 1. Analyze final status to ensure project completion 2. Project manager review lessons learned with CACC 3. Remove from CACC standing agenda 4. Remove from COT metric 	CACC Members COT Chair
On Hold	<ol style="list-style-type: none"> 1. No funding 2. No available resources 3. No activity for foreseeable future 	<ol style="list-style-type: none"> 1. Obtain "project on hold" letter from court mgmt 2. Remove from CACC standing agenda 3. Indicate HOLD on color line in COT metric 	CACC Members
Cancelled	<ol style="list-style-type: none"> 1. No funding 2. No human resources to complete project tasks 3. No longer a priority for court 	<ol style="list-style-type: none"> 1. Obtain notice of cancellation letter from court leadership 2. Remove from CACC standing agenda 3. Remove from COT metric 	CACC Members COT Members

* Note: Per the COT Chair, each project's health will be reported at each COT meeting.

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ITEM C. Risk Assessment Guidelines

The following guidelines aid CACC members in addressing risk throughout the project life cycle. As risks are discovered, efforts will be made to assess the nature of and to mitigate the risk with the applicable project and court, as described in the table.

RISK AREA	RISK INDICATOR	RISK ASSESSMENT/MITIGATION
Organizational Readiness	Key stakeholders and/or project team members are no longer with the court.	Request resource plan and/or updated staffing details to assess viability of project organization.
	Court business functions appear to be unprepared or unwilling to fully participate in testing and acceptance process or cannot adapt to re-engineered processes.	Meet with court management as appropriate to determine feasibility of plan to provide/upgrade the level of technical support and to transition the organization.
	Court technical staff or contractor appears to be incapable of operation, maintenance, and support necessary to transition to or to sustain new technology/organization.	Meet with court management and IT director as appropriate to determine the level of organizational commitment to the project.
Scope Creep	Discovery of new business requirements or modifications needed in order for court business functions to accept the features/functionality of the product being implemented and/or to function properly.	Obtain requirements document. Request meeting with project manager, technical team representatives, and CIO to determine possible impacts to time/budget with discovery. Escalate as appropriate.
	Discovery of new technical requirements needed to ensure system can function properly or that may require additional time and/or expense to modify and re-test.	Obtain requirements document. Request a meeting with project manager, technical team representatives, and CIO to determine possible impacts to time/budget with discovery. Escalate as appropriate.
	Revision or expansion in project scope to include features/functions not originally approved in the JPIJ or grant request.	Determine if change requires re-evaluation of system requirements, data structures, or application functions and the likelihood of additional time and expense. New scope must be evaluated; significant changes require COT approval.
Status Reporting	Status reports are incomplete or misleading. Critical items are omitted, giving the impression that the project is on schedule, on budget, and/or there are no project risks, when there is reason to believe that is not the case.	Request detailed supporting project documentation as appropriate, including project plans, financial reports, and lists of issues/risks. Escalate and request meeting to review with court leadership.
	Project status report not provided for 2 months in a row or is more than 2 months overdue.	Escalate within court organization and to COT chair until the report is obtained. Place project in Red status.

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RISK AREA	RISK INDICATOR	RISK ASSESSMENT/MITIGATION
	Project Manager reporting Yellow/Red status and/or major risks without appropriate risk mitigation detailed in the Status Report.	Request project manager to provide a risk mitigation plan next month that addresses identified risks. Elevate to COT if Red status.
Communications	Court technical staff and/or vendor contractors have been directed not to discuss the project or provide any documents to CACC, thereby restricting investigation and verification.	Attempt independent verification of situation. Escalate within court organization and to COT chair until cooperation is obtained.
	Unable to obtain up-to-date and/or accurate information regarding project status when requested.	Meet with project manager to assess knowledge level and capability. Escalate concerns to court leadership and CIO. Direct that court more closely follow COT project management methodology or replace project manager, if warranted.
	Regular communications are being cancelled unexpectedly or meeting attendance is being avoided.	Request a formal meeting with project manager and court leadership. Attempt to determine the status by expanding communications to include other stakeholders and/or team members besides project manager.
	Project representatives are indicating there may be difficulties staying within budget, meeting schedules, or implementing product.	Request a meeting with project manager to discuss issues. Attempt to determine status by expanding communications to include other stakeholders and/or team members.
	Other organizations/stakeholders are indicating major issues with the project.	Pursue independent discussions with outside parties to determine current situation. Attempt to reconcile with project manager's perspective and escalate discussion within the court and to COT, as needed.
Financials	Project financials running ahead of schedule/expectations, burn rate too high.	Request supporting documentation/ explanation that monies are being expended as expected and will last for duration of project activities.
	No financials being reported or no increase in expenditures shown over reporting period.	Request supporting documentation/ explanation that monies were not expected to be spent during period. Ensure project manager understands financial reporting requirements.
	Project end date is postponed with no corresponding increase in expenditures.	Assess likelihood that project end date can be extended without financial impact. Request additional justification from project manager and/or court, if appropriate.

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RISK AREA	RISK INDICATOR	RISK ASSESSMENT/MITIGATION
Schedules	Project schedules running behind expectations.	Request supporting documentation/ explanation that project end date will not be impacted by intermediate delays. Negotiate some near-term task delivery dates with project manager.
	Project milestone dates being changed without impact to the overall end date.	Remind project manager that milestone dates cannot be changed without CACC and possibly COT approval. Assess reason for changing dates in order to determine risk and need to revisit with COT.
	Project milestone dates being changed leading to later overall end date.	Remind project manager that delivery dates are not to be changed without COT approval. Assess reason for changing dates in order to determine risks to share with COT.
Project Management	Project Manager is not familiar with formal project management practices/methodology.	Meet with project manager to determine level of support needed to successfully manage project. Request assignment of state or PMI certified project manager, if warranted.
	Project Manager is not able to produce current or accurate information for status report.	Meet with project manager to assess knowledge level and capability. Escalate concerns to court and COT to provide level of support needed to successfully manage project. Request assignment of state or PMI certified project manager, if warranted.
	Detailed project plan is not available.	Request detailed project plan and regular updates along with monthly status reports. Escalate as necessary.
	Risk areas identified in the JPIJ do not appear to be managed as originally assessed.	Meet with court leadership as necessary to determine where gaps in risk evaluation may have occurred. Escalate to COT as appropriate.
Vendor Support	Contractual issues are surfacing that may impact success of the project.	Ensure court leadership and procurement are involved as appropriate. Request action plan to mitigate risks and continue to track closely to ensure issues are being addressed.
	Vendor support appears to be inadequate or waning.	Meet with project manager and/or vendor as necessary to determine where gaps in support expectations may have occurred. Ensure that court leadership and procurement are

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RISK AREA	RISK INDICATOR	RISK ASSESSMENT/MITIGATION
		involved as appropriate.
Project Startup	Project not being started in a timely manner.	Attempt to determine if delay is funding related or due to issues within the organization. Ensure that so much time doesn't elapse that the original JPIJ approach may no longer be viable.
	Project may be started when not ready to proceed.	Meet with court leadership and project manager as needed to assess readiness to proceed. Advise/assist in further planning as necessary before starting up unless money is already spent.
	Terms of contract, implementation plan, or schedule of deliverables appear to be unreasonable, or technology being implemented is new or unfamiliar to the court.	Work with court to develop reasonable milestones if appropriate. Request supporting documentation prior to starting up high risk project. Place project in Yellow status at startup if additional monitoring will be required.