



Project Charter for:

**Court Case
Management
Program Phase Two
(CCM2): Planning**

Version: 1.0 Final

Date: September 29, 2010

Deliverable Information

Charter Purpose

This project charter:

- Formalizes this project and outlines the high-level project requirements;
- Guides the Executive Sponsor, PIC, Working Group, Project Support Team, Subcommittees, and SMEs;
- Identifies the objectives, high-level scope, and benefits of the project;
- Contains the critical success factors, planning assumptions, constraints and known risks/issues of the project; and
- Authorizes the project to proceed.

Revision History

<i>Version Number</i>	<i>Revision Date</i>	<i>Summary of Changes / Author</i>	<i>Approved?</i>
0.01	July 26, 2010	Initial draft/C. Armstrong	N
0.02	August 5, 2010	Minor edits/T. Owens & A. Coulombe	N
0.03	Sept 7, 2010	Clarify content/DCJ Lefever, A. Coulombe, & C. Armstrong	N
0.04	Sept 17, 2010	Clarify content & add Schedules A & B/ J. Rogers, C. Armstrong, A. Coulombe	N
1.0	Sept 29, 2010	-Clarify content relating to IT/B. Chatwin -Add decision management reference and update resource chart/J Rogers & C Armstrong	Y

Storage Information

<i>Document Type</i>	<i>Location</i>	<i>Retention</i>
Deliverables	Hardcopy with Project Manager; softcopy on SharePoint	2 years

Distribution / Special Treatment

Once approved by the Executive Sponsor and PIC, this document may be distributed to the Working Group Leads/Reps and the Project Support Team. Additionally, this document may be further distributed as directed by the Sponsor.

Acronyms and Abbreviations

<i>Term, Acronym, Abbreviation.</i>	<i>Meaning / Definition</i>
ADM	Assistant Deputy Minister
AJDA	Alberta Justice Disclosure Application
AJDP	Alberta Justice Disclosure Project
API3	Alberta Police Integrated Information Initiative
CDLA	Criminal Defence Lawyers' Association
CIO	Chief Information Officer
CJ	Criminal Justice Division
CRM	Customer Relationship Management
CS	Court Services Division
CTLA	Criminal Trial Lawyers' Association
ELT	Executive Leadership Team
FOIP	Freedom of Information and Protection of Privacy Act
IT	Information Technology
JAG	Justice and Attorney General
JOIN	Justice Online Information Network
KPI	Key Performance Indicators
OCM	Organizational Change Management
PIC	Provincial Implementation Committee
PM	Project Manager
PPSC	Public Prosecution Service of Canada
PRISM	Prosecutor Information System Manager
PROPAC	Prosecution Package
PSO	Program Support Office
QC	Queen's Counsel
RCS	Remote Court Scheduling System
UI	User Interface

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1 Executive Summary

1.1 Project Summary

1.1.1 Name of Project

Court Case Management Program - Phase Two: Planning

1.1.2 Executive Sponsorship

Provincial Implementation Committee

Name	Role	Organization
Deputy Chief Judge A. Lefever	Chair	Provincial Court of Alberta
Assistant Chief Judge R. Wilkins	Member	Provincial Court of Alberta
Vicki Brandt, ADM	Member	Court Services Division
Greg Lepp, QC, ADM	Member	Criminal Justice Division
Barry Chatwin, CIO	Member	Corporate Services Division
Mike Dinkel, QC	Member	CTLA & CDLA

1.1.3 Project Statement

CCM Phase Two: Planning is a stage of development that will focus on the analysis of current state, identification of opportunities for improvement leading to definition of the future state, and includes the presentation of recommendations to PIC for acceptance.

By mapping the business processes at issue, critically examining the data collected, and outlining requirements in a detailed fashion, the planning stage of CCM2 will ensure the right initiatives are undertaken in a sequence that will maximize efficiency and business benefit.

To the greatest extent possible, new and innovative technology will be leveraged to ensure the criminal justice system is relevant and responsive, its resources are utilized efficiently and its IMT solutions are reliable and sustainable. The design recommendations are anticipated to address:

Ensuring Data Quality Assurance

Given Microsoft's experience with large scale, Dynamics® CRM-based enterprise implementations that involve legacy system data conversion and/or integration, data quality assurance must be highly-visible as we continue to grow our base.

Improving the Vigor and Flexibility of the Remote Court Scheduling System (RCS)

This involves deploying an integration engine, migrating the existing, custom-coded data and application integration components of the RCS application onto the integration engine, and retiring the custom-coded components. An integration engine enables amalgamation and management of automated business processes by exchanging business documents such as disclosure materials between disparate applications, within or across organizational boundaries. Further, this will include technical interfaces to JOIN, API3, and other applications identified during the requirements stage.

Migrating PRISM

The PRISM application supports Crown File Ownership and was originally secured from the Manitoba government. To ensure CCM Phase One timelines were achieved, PRISM was implemented in its' native development language, PowerBuilder. PowerBuilder has always been viewed as a necessary migration tool but not the preferred tool for development in JAG.

This initiative involves developing a Dynamics® CRM-based implementation of functionality and business requirements currently satisfied by PRISM. Performing this initiative early in the overall CCM Phase Two Program will free resources currently supporting PRISM and reallocate them to an accelerated build out during the following initiatives.

Deactivating JOIN Subpoenas

This initiative involves examining the existing subpoena process and systems (JOIN) and developing new process and IT functionality into the Microsoft Dynamics® CRM-based application platform.

Deactivating JOIN Scheduling Subsystem

CCM Release One provides the capability for Crown and defence to book hearings remotely. From a Provincial Court or Court Services perspective, significant scheduling process inefficiencies still have not been addressed. The Scheduling Subsystem is a stand alone mainframe system associated to JOIN. The final scheduling results entered into the Subsystem must be manually re-entered into JOIN "proper". The Judicial Scheduling System has been developed using Microsoft Excel spreadsheets. Again, updates must be manually entered into the Judicial Scheduling System. There is no interface between the Subsystem, JOIN "proper", and the Judicial Scheduling System.

This initiative involves moving JOIN scheduling subsystem functionality from JOIN to the new RCS application platform. The scheduling results captured in the new system will be interfaced directly back to JOIN, reducing the risks and inefficiencies associated with manual entry.

Creating a User Portal

This initiative involves establishing an extranet portal for use by external case file management stakeholders. It will incorporate the existing RCS application into the portal for use by current users and become the home for external functionality to be developed in subsequent initiatives.

Retiring the Alberta Justice Disclosure Application (AJDA)

Criminal Justice has been an active participant in the Alberta Solicitor General API3 project. Criminal Justice has contributed the development of the definition of material flowing from Alberta police forces to Alberta Justice in the form of a standardized Prosecution Package (PROPAC). This is the standard format API3 and/or other provincial police jurisdiction applications will provide. Alberta Justice must structure the receiving application to receive data in exactly that format. AJDA was never designed to respond to the disclosure demands being placed on it and needs to be replaced.

The adoption of the standardized prosecution package format, developed by Criminal Justice in conjunction with Alberta Solicitor General and Alberta police agencies, will benefit from this initiative by allowing the received PROPAC, where appropriate, to be vetted, then delivered to defence counsel.

This initiative involves developing a Microsoft Dynamics® CRM-based implementation of functionality and business requirements currently satisfied by AJDA. In addition to constructing the application platform to receive the input from police agencies across Alberta, physical infrastructure (network, encryption and security devices) will need to be procured and deployed.

Retiring Provincial Court Judicial Scheduling Spreadsheet

This initiative involves moving the judicial scheduling spreadsheet functionality from Excel to the new application platform of RCS. The scheduling results captured in the new system will be interfaced directly back to JOIN, reducing the risks and inefficiencies associated with manual data entry.

1.1.4 This Section Purposely Left Blank

1.1.5 Date / Duration

Start date: July 8, 2010

End date: March 31, 2011

1.1.6 Project Managers

100% - John Rogers (secured through procurement process)

50% - Cheryl Armstrong, Criminal Justice Division

1.1.7 Project Governance

See the Governance section of this charter for details.

1.1.8 Overarching Principle

The Provincial Court and Alberta Justice recognize and accept the following overarching principle must apply to, and be respected in, any proposed initiative:

To recognize and protect judicial independence and the management of its judicial resources, the Provincial Court has jurisdiction over, and responsibility for, the scheduling and disposition of matters within the Provincial Court. Within this jurisdiction and responsibility, the Provincial Court seeks to:

- Ensure the solicitor-client relationship between a person accused of a crime and their counsel is assiduously fostered and supported.
- Recognize the public is entitled to proper and competent representation from the Crown by encouraging early and consistent contact between Crown and defence counsel or the accused, victims, witnesses, and police through a variety of measures including support for vertical file management within the Crown offices.
- Ensure a level playing field by treating the Crown and the accused equally with respect to any changes concerning how matters are scheduled and disposed in the Provincial Court.

- Achieve consistent approaches to case management processes in the Provincial Court (Calgary and Edmonton locations only).
- Respect the independence of the Prosecution Service.
- Ensure there is no contamination between the Prosecution Service and Provincial Court during CCM Phase Two.
- Ensure reliability and sustainability of IMT solutions.

2 Project Overview

2.1 Business Drivers / Background

CCM Phase One involved adopting a “day of” method of scheduling and the creation of a vertical file management procedure in Calgary and Edmonton General Prosecutions’ Offices. Although CCM Phase One increased efficiencies in the criminal justice system, many of the following inefficiencies still exist:

- Data quality issues;
- Redundant data entry;
- Inability for Crown Offices to securely receive a prosecution package (PROPAC) from police agencies in a completely digital form so that it may be vetted, then delivered electronically to defence counsel;
- Time, effort, and volume of paper currently required to provide disclosure to defence counsel;
- Inability to use data for more than one task; and
- Required use of carbonless paper and dot matrix printers to generate subpoenas.

Some of the inefficiencies exist because the functionality of the technical solutions implemented in CCM Phase One was significantly scaled back from the original recommendations in order to meet the February 2010 “go live” date. Similarly, some recommendations were delayed and others were implemented with significant inefficient manual “work-arounds”.

Until these inefficiencies are addressed, the efficient and effective use of limited Court Services, Crown, and Provincial Court time and resources will not be fully realized. To accomplish this, Court Services, Criminal Justice, and Corporate Services Divisions must work collaboratively to implement significant process and technical solution enhancements/developments that will:

- Minimize manual work-arounds and duplicate data entry;
- Create more robustness and interoperability opportunities; and
- Continue to support any future JIMS/Justice architectures.

2.1.1 Link to Business Plan

Alignment with Current GOA Priorities:

- **Premier’s Vision:** Promote strong and vibrant communities and reduce crime so Albertans feel safe.
- **Minister’s Mandate Letter February 2010:** Continue to implement the Safe Communities initiative.

- **Justice 2010/13 Business Plan:** Goal 4 - Improve efficiency in the justice system through re-engineering of justice processes. Strategy 4.3.
- **Safe Communities Initiative:** Recommendation 10 - Streamline criminal justice processes (*Note: SafeCom is relying solely on CCM to satisfy this Taskforce recommendation*)
- **Justice 2010/11 - 2014/15 IMT Strategic Plan:**
- 1.3.3 - Replatform the PRISM and AJDA applications leveraging the assets established through CCM.
- 1.5.6 - "Implement CCM Phase Two which includes..."
- 2.2.2 - Implement enhanced information between CCM and API3.
- **Deputy Minister's 2010/11 Performance Contract:** "In collaboration with the Provincial Court, build upon the CCM Program successfully implemented in Calgary and Edmonton, including consideration of appropriate extension to Regional areas, to further enhance the effective use of Provincial Court, Crown and Court Services time and resources."

Alignment with Provincial Court Goals (identified in 2010-2013 Business Plan):

- Utilize court and judicial resources to effectively serve the public.
- Enhance the delivery of accessible, affordable, and timely justice.
- Improve the education of judges and the operational efficiency of the Provincial Court.

Alignment with new Legislation:

Recent legislation has eliminated the two for one credit for time served in pre-trial custody. As there is now less incentive to remain in remand, this legislative change could potentially result in a gradual increase in the number of accused held in custody who wish to resolve their matters quickly. It is possible that CCM initiatives could mitigate any negative effects this Act may have otherwise had on justice.

Note: At the Prolific Offenders Conference held in early 2010, a representative from the Solicitor General's Office advised they are seeing an increase in the number of prisoners on remand, to the point where more people are on remand than are serving prisoners. Although this increase appears to be operable aside from the legislation, CCM initiatives may help mitigate this as well.

2.2 High-Level Solution Statement

CCM Phase Two is an essential component to sustaining both the Provincial Court and Alberta Justice's core business activities. For instance, it will:

- Enhance the criminal justice system to ensure it is relevant and responsive;
- Optimize processes by which Alberta Justice operates and provide a better service to users of the criminal justice system;
- Ensure a functional level of operational efficiency is maintained for both the short and long term for Crown and police;
- Increase the effective and efficient use of resources;
- Reduce immediate risk to business by migrating business critical applications no longer viable/sustainable into a structured and modern architecture that is more extensible, scalable, and can more easily interface to other applications;
- Leverage new innovations and technologies; and

- Ensure collaboration with stakeholders to ensure buy-in and ongoing cooperation.

2.3 Goals and Objectives

2.3.1 Objectives

The aim of the CCM Program Phase Two is to continue implementing the recommendations identified in Phase One and to enhance, optimize, and standardize CCM applications to enable improved stakeholder services.

2.4 Benefits Realization or Desired Outcomes

Benefits and Desired Outcomes of the Planning Stage:

- Formal review and acceptance of the Solutions Map and Fit Gap analysis completed by Microsoft in March 2010.
- Resolve the approach to be taken regarding the integration engine.
- Design recommendations that will address the inefficiencies outline in the Project Overview section of this charter.
- Determine the roll-out sequence that will maximize efficiency and business benefit.
- To the greatest extent possible, leverage new and innovative technology to ensure the criminal justice system is relevant and responsive, and its resources are utilized efficiently.

Broad Program Benefits: The CCM Program is expected to:

- Maximize the use of available court time;
- Streamline criminal justice processes; and,
- Increase the public's confidence in the justice system and improve access to justice.

Business Benefits: By implementing CCM Phase Two, Business will:

- Significantly increase customer service levels by implement process and system enhancements identified in Phase One but deferred to Phase Two in order to limit Phase One scope (time/resources);
- Make necessary business process improvements to enhance effectiveness, flexibility, and allow business to adapt to changing needs and long-term goals; and
- Contemplate the impact of CCM components on regional operations in terms of possible future roll-out to points outside of Calgary and Edmonton.

Technology Benefits: A structured and modern architecture will:

- Allow added reuse of components in delivering functionality and building of new components;
- Result in fewer resource requirements, and potentially less expensive resources, resulting from easier-to-find skill sets in the marketplace to support the technology;
- Ensure significant dollars and resources are not invested in obsolete technology;

- Provide a more sustainable operation;
- Leverage existing investments as best as possible having regard to timelines for operationalizing future technical solutions;
- Reduce dependency on legacy systems (JOIN); and
- Provide value to other technical initiatives.

Summary:

- It is via this state of constant improvement that the Provincial Court and Alberta Justice will continue to move toward the long-term goals set out their respective business plans.

2.5 Key Stakeholders

	<i>Stakeholder</i>	<i>Description of Impact / Influence</i>
1	Provincial Court of Alberta	Directly impacted, project leader/SMEs
2	Deputy Minister of Justice	Directly impacted, project champion
3	ADMs of Court Services and Criminal Justice Divisions	Directly impacted, PIC members/project champions
4	ADM of Corporate Services	Directly impacted, project champion
5	Chief Information Officer	Directly impacted, PIC member/project champion
6	Crown prosecutors and Disclosure Unit staff (Edmonton & Calgary)	Directly impacted, SMEs/end users
7	Court Services staff in Provincial Court Criminal (Edmonton & Calgary)	Directly impacted, SMEs/end users
8	Corporate Services IT staff	Directly impacted, SMEs/experts
9	Criminal Justice IT staff	Directly impacted, SMEs
10	Solicitor General and API3	Directly impacted, consultation re disclosure solution
11	Defence Counsel Representative	Directly impacted, PIC member/SME
12	Defence Bar and Legal Aid Alberta	Directly impacted, SMEs/end users
13	Self-represented accused	Indirectly impacted, end user
14	Service Alberta	Directly impacted, SMEs
15	PPSC	Indirectly impacted, information only

2.6 Activities Completed to Date

In March 2010, Microsoft completed a Solutions Map and Fit Gap analysis to determine if the Dynamics® CRM-based enterprise solution could address the issues outlined in section 2.1 (Business drivers). The overall result was positive; new components will fit into the foundation built for CCM Phase One, or, in other words, the existing base can continue to grow.

Additionally, enterprise architect experts were consulted to ensure that any potential JIMS/Justice architectures have a high likelihood of integration opportunities with the CCM products.

3 Project Framework

3.1 High Level Scope / Boundaries

3.1.1 In Scope

In scope are reviewing and providing recommendations on work processes and technological solutions relating to Provincial Court Criminal matters in Edmonton and Calgary that will:

- Minimize manual work-arounds and duplicate data entry;
- Create more robustness and interoperability opportunities; and
- Continue to support any future JIMS/Justice architectures.

More specifically, in scope items include design recommendations anticipated to address:

- Data quality assurance;
- Improving the vigor and flexibility of the RCS;
- Migrating PRISM to a Dynamics CRM based application;
- Deactivating JOIN subpoenas;
- Deactivating the JOIN Scheduling Subsystem;
- Creating an external user portal;
- Retiring AJDA; and
- Retiring the Provincial Court Judicial Scheduling spreadsheet.

3.1.2 Out of Scope

Examination of business processes of organizations outside of the Provincial Court and/or Alberta Justice are considered out of scope.

3.2 Key Success Factors - Sponsors / Stakeholders

<i>Sponsor / Stakeholder</i>	<i>Key Success Factor Description</i>
	In a Program Statement, outline solutions that will:
Sponsor and Stakeholders 1 - 9	Minimize manual work-arounds and duplicate data entry.
Sponsor and Stakeholders 1 - 15	Create more robustness and interoperability opportunities.
Sponsor and Stakeholders 1 - 5, 8, 9, 10, 14	Continue to support any future JIMS/Justice architectures.

3.3 Assumptions

- Key Ministry staff (as listed in the attached Resource Plan) will be made available to participate on the CCM Program.
- Availability of resources to support requirements activities identified to support CCM Phase Two in relation to Dynamics® and the integration engine that is selected.
- Initial review and updating of deliverables will be completed within five working days of receipt; final review and signoff will occur by PIC within five working days after that;
- Within a five day turnaround time, issues may be resolved by PIC through the use of an e-mail exchange between PIC members;
- The governance model will remain in place until PIC decides otherwise.
- Regarding AJDA and the disclosure technical solution, the Project Lead for CCM2 will maintain close contact with the Project Lead of the Alberta Justice Disclosure Project Lead; they will keep each other fully briefed on any issue of mutual concern.
- API3 will be able to meet the interface requirements defined by CCM Phase Two.
- Any planning regarding the technical solution(s) will include an open-standards approach to interoperability and flexibility to ensure a high likelihood of integration with any potential JIMS/Justice architecture.

3.4 Constraints

- Availability and retention of key Ministry staff and vendor resources is crucial to the success of the project.
- The approved Project Charter will be used as the framework for documenting the scope of the program and for budgeting, scheduling, work assignment and progress, and reporting.
- In order to recognize and protect the independence of the Judiciary and Crown, a degree of separation will be maintained between the Provincial Court of Alberta and Alberta Justice/Solicitor General regarding disclosure projects and related technical solutions (ADJA, AJDP, and API3).

3.5 Priorities

The highest priority is to satisfy the stakeholders through the early production of a plan with the emphasis on the components within the plan that will yield the highest business value. Therefore the order of priorities is:

1. Schedule;
2. Quality;
3. Cost;
4. Resource Availability.

3.6 Dependencies / Related Projects

Dependencies: The Alberta Justice Disclosure Project (AJDP)

In order for CCM2 to structure an application receive disclosure data, AJDP must determine, or provide business requirements, regarding:

- Where technology should be utilized, changed or enhanced in the Provincial Prosecution Service;
- The creation of high-level, harmonized disclosure processes for the Provincial Prosecution Service;
- The development of standard Provincial Crown disclosure practices and protocols for police agencies and Disclosure Business Rules;
- The need for agreements between police and the Provincial Prosecution Service;
- The creation of performance goals and/or KPIs regarding provincial disclosure; and
- Retention and storage process for electronic materials.

Related Projects: Alberta Police Integrated Information Initiative (API3) Project

Criminal Justice Division has been an active participant in the API3 Project by contributing to the development of the definition of disclosure material flowing from Alberta police forces to Alberta Justice in the form of a standardized Prosecution Package (PROPAC). This is the standard format API3 will provide. Alberta Justice must structure the receiving application to accept data in exactly that format. Current technology was never designed to respond to these demands; a structured and modern architecture is required. It is important to note that even if API3 is postponed, each police agency will send disclosure information to Alberta Justice directly and the requirement for a consistent standard interface specification (PROPAC) remains.

3.7 High-Level Risks

ID	High-Level Risk Description	Probability, Impact and Mitigation
R1	<p>Risk - Service Alberta does not have the operational capabilities related to an integration engine, and may not have the resources available to acquire them (identified in Microsoft Assessment under "Align RCS middleware with Application Platform").</p>	<p>Chance of occurring - Medium Impact - High Mitigation - The recommended next phase project budget to include estimated Service Alberta Hosting costs for an integration engine, appropriate hardware and software costs aligning with JAG and Service Alberta existing Service Level Agreement (SLA). Project Support Team will confirm financial and technical availability pertaining to an integration engine with Service Alberta during CCM Phase Two Planning.</p>
R2	<p>Risk -Architecture does not support the establishment of BizTalk as part of the application platform (identified in Microsoft Assessment under "Align RCS middleware with Application Platform").</p>	<p>Chance of occurring - Low Impact - High Mitigation - Project Support Team will coordinate efforts between Microsoft Architecture team members as soon as CCM Phase Two Planning is initiated to ensure that the requirements of architecture are met and that the open architecture strengths of the BizTalk solution are clearly understood recognizing that the approved and installed RCS solution is based on the same architectural concepts as BizTalk.</p>
R3	<p>Risk - Subpoenas require very specific formatting of output; scheduling functionality may contain complex business rules and requirements (identified in Microsoft Assessment under "Deactivate JOIN Subpoenas").</p>	<p>Chance of occurring - Low Impact - High Mitigation - The recommended next phase project execution budget to include appropriate time and costing involved in the development of a solution that addresses the business rules for Subpoenas formatting. Project Support Team to ensure new business processes focus on reducing this risk or dependency to ensure longer term stability and effectiveness.</p>
R4	<p>Risk - Extracting scheduling business rules may cause downstream impact to JOIN, resulting in remediation work in JOIN (identified in Microsoft Assessment under "Deactivate JOIN Scheduling Subsystem").</p>	<p>Chance of occurring - High Impact - High Mitigation - Project execution budget to include appropriate time and costing to assess the potential JOIN rework due to</p>

		extracting business rules for scheduling algorithms. Project Support Team to ensure new business processes focus on reducing this risk or dependency while ensuring the proposed solution provides a solid footing for future operation and growth.
R5	Risk - A user interface (UI) customization may be required to support complex user requirements (identified in Microsoft Assessment under “Deactivate JOIN Scheduling Subsystem”).	<p>Chance of occurring - Medium Impact - Medium Mitigation - The recommended next phase project execution budget to include appropriate time and costing involved in the development of complex user interface development.</p> <p>Project Support Team will confirm business and technical complexity pertaining to user interface with Microsoft and appropriate business resources as soon as CCM Phase Two Planning is initiated. Work will be done with the business to ensure the system meets process needs while working within the frameworks and efficiencies of a packaged solution.</p>
R6	Risk - A new data interface inbound to JOIN will be required (identified in Microsoft Assessment under “Deactivate JOIN Scheduling Subsystem”).	<p>Chance of occurring - Medium Impact - Medium Mitigation - Recommended solution to include appropriate time and costing involved for potential JOIN rework and new data interface. Project Support Team will confirm technical requirements pertaining to possible JOIN rework and development of a new data interface with Microsoft, JOIN and appropriate business resources as soon as CCM Phase Two is initiated.</p>
R7	Risk - Complexity of business rules regarding the judicial schedule (identified in Microsoft Assessment under “Retire Judicial Scheduling Spreadsheet”).	<p>Chance of occurring - Medium Impact - Medium Mitigation - Recommended solutions to include appropriate time and costing involved in the development of the business rules associated with judicial scheduling. Project Support Team will confirm business and technical complexity pertaining to judicial scheduling business rules with Microsoft and appropriate business and judicial resources as soon as CCM Phase Two Planning is initiated.</p>

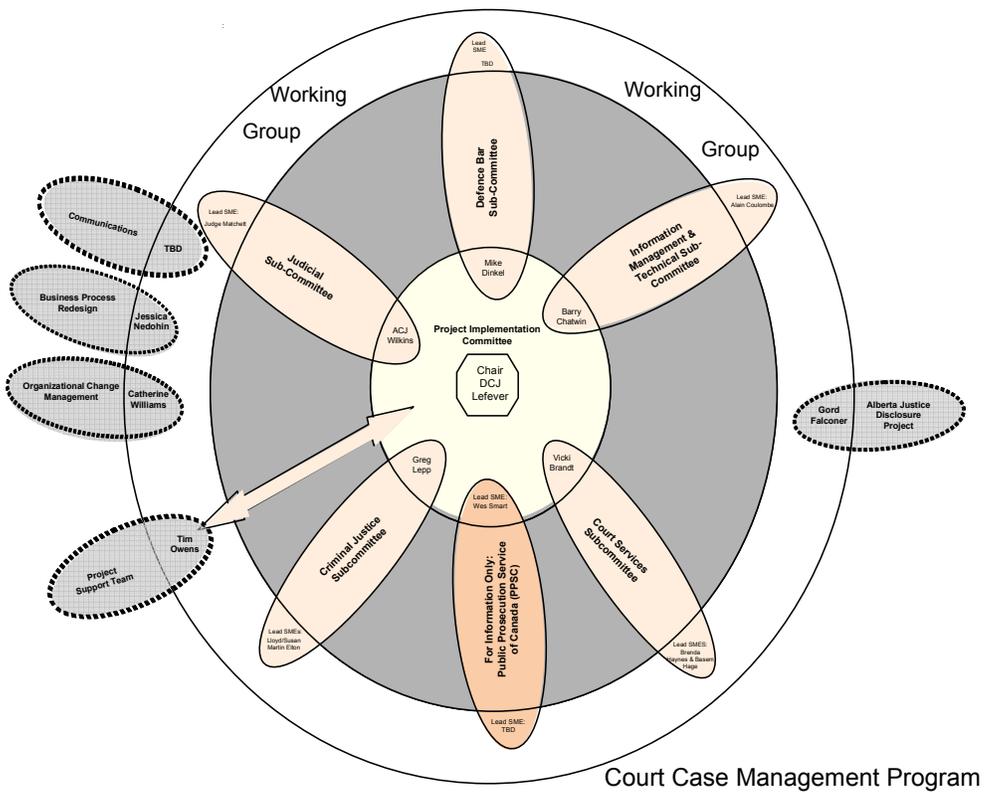
R8	Risk - Recommendations flowing from CM2 Planning will not align with future JIMS/Justice directions.	Chance of occurring - Low Impact - Medium Mitigation - <ol style="list-style-type: none">1. Any planning regarding the technical solution(s) will include an open-standards approach to interoperability and flexibility to ensure a high likelihood of integration with any potential JIMS/Justice architecture.2. Barry Chatwin, CIO and PIC member, will ensure collaboration amongst Architecture teams.
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3.8 Critical Success Factors

<i>Critical Success Factor</i>	<i>Description</i>
Structure	The PIC Chair, PIC, PIC Subcommittee members, Leads, Project Support Team, and program subject matter experts must ensure their efforts support the overarching principle and program objective.
Vision	Deliverables must conform to the key objective of the program.
Program Outcome Expectations	A clear understanding of the project scope by stakeholders is critical.
Program Objective	The project manager must monitor and manage the project objective as change occurs in the project.
Business Decisions	Key project staff (internal and external to the Project Team) must have the ability to make decisions in a rapid manner so as to not impede the progress of deliverable development, review, or approval.
Timeframe	The delivery timeframe is aligned to the vision of the Provincial Court and the direction of PIC.
Subject Matter Knowledge	The individuals who have been seconded to, or acquired by, the program have sufficient knowledge to represent and articulate in logical manner information about the various business areas within the province. As required, the experts will contact other experts in the field to supplement their knowledge. Failure in this regard will result in slower progress during the execution of the program as well as increased risk of rework.
Program Dependencies	The Project Manager must identify and carefully manage all dependencies from internal and external initiatives and projects.
Program Risks	Project risks must be monitored and managed throughout the life of the program. A Risk Mitigation and Contingency Plan must be implemented that identifies mitigation strategies for each identified risk, and the criteria which will be used to monitor the risk and trigger implementation of the mitigating strategy.
Deliverables	All program deliverables must be signed-off by the appropriate business resource or PIC (as required).
Deliverable Quality	Program deliverables will meet identified quality requirements and acceptance criteria.
Budget	Any changes to the program budget will be supported by Change Items and approved Change Requests.

4 Project Organization / Approach

4.1 Governance Structure



4.2 Governance Roles and Responsibilities

<i>Role</i>	<i>Responsibility</i>
PIC Chair	<ul style="list-style-type: none"> • Promote and communicate the overarching principle and objective of the CCM program; • Provide overall leadership and direction regarding the CCM program; • Exercise ultimate authority over the CCM program; • Facilitate and support the efforts of the Project Support Team; • Manage the direction of the PIC; • Lead the PIC meetings; • Maintain contact with PIC members with assistance from the Project Support Team; • Coordinate activities of PIC Subcommittee Leads as needed; • Secure commitment from PIC members and engage PIC members in a meaningful manner; • Develop and maintain compositional balance of PIC members to ensure that necessary topical expertise and geographical distribution exists among the PIC; and • Participate actively and visibly throughout the program.
PIC	<ul style="list-style-type: none"> • Promote and communicate the overarching principle and objective of the CCM program; • Provide direction on CCM program and high level adjudication of issues escalated from Project Support Team; • Lead funding requests to secure funding for CCM program; • Approve the scope and quality assurance reviews to be undertaken on CCM program; • Provide decisions on Scope Change Requests; • Approve program deliverables developed under the CCM program; • Assist in shaping communication and dissemination strategies; • Lobby for support for CCM program outside the GOA; • Ensure accountability for managing the scope of the program, including ensuring that the benefits described are realized; • Act as Lead on corresponding divisional PIC Subcommittee and serve as a liaison between the PIC and the Subcommittee; and • Participate actively and visibly throughout the program. • NOTE: PPSC will attend PIC meetings to gather information regarding the possibility of future interfaces; PPSC is not subject to the responsibilities outlined in this section.
PIC Subcommittee Leads	<ul style="list-style-type: none"> • Lead each PIC Subcommittee meeting; • Manage the direction and record the activities of their respective PIC Subcommittees; • Serve as liaisons between the PIC and PIC Subcommittee

Role	Responsibility
	<p>members via regular meetings and video/teleconference calls;</p> <ul style="list-style-type: none"> • Secure commitment from PIC Subcommittee members and engage PIC Subcommittee members in a meaningful manner; • Maintain contact with members with assistance from the Project Support Team; • Develop and maintain compositional balance of PIC Subcommittee members to ensure that necessary topical expertise and geographical distribution exists among the PIC Subcommittee; • Coordinate activities with other Subcommittee Leads as needed; • Any PIC Subcommittee member may identify and document risks and issues as per the respective divisional processes. When a new risk or issue is perceived to have occurred, the risk or issue requester shall document the item in the appropriate form and submit to the PM for review; • Review and approve divisional related deliverables within two days of deliverable submission; • Ensure (divisional) Subcommittee related tasks are completed within program timelines. If unable to provide resources or inability to complete tasks within anticipated timelines, notification to the PM is required as soon as possible; • Submit Scope Change notification through the completion of a scope change template via email to the PM upon identification via a committee member; and • Handle communications in a timely fashion. Information will be concise and clear to ensure it is disseminated effectively.
PIC Subcommittee Lead SMEs	<ul style="list-style-type: none"> • Promote and communicate the overarching principle and objective of the CCM program; • Be the key “go to” person for matters relating to the particular PIC Subcommittee; • Actively participate in the Working Group; and • Assume PIC Subcommittee responsibilities listed below.
Subcommittee members	<ul style="list-style-type: none"> • Promote and communicate the overarching principle and objective of the CCM program; • Provide direction on Scope Change Requests, that will be adverse impacts to the business or program quality; or other projects will be adversely impacted; • Act as the business voice and advocate for their respective business area, facilitating user input and representing the end user in process and policy decisions; • Coordinate the day to day activities of the tasks as assigned; • Request information and oversee divisional working groups as required to review and make recommendations on specific issues; • Identify and escalate potentially significant, sensitive or political

Role	Responsibility
	<p>issues to the PM, including options and recommendations for resolution. Issues may relate to proposed changes to organizational structure, roles and responsibilities, policies, processes, standards and legislation; and</p> <ul style="list-style-type: none"> • Assist in shaping communication and dissemination strategies.
Project Lead	<ul style="list-style-type: none"> • Promote and communicate the overarching principle and objective of the CCM program; • Lead the Project Support Team; • Complete tasks/activities assigned with sufficient quality to support achievement of the project objective; • Actively participate in the project by providing quality input and advice so that project goals and outcomes can be met; • Chair working group meetings. • Direct and control all activities for the project, including providing leadership to the contingent of full- and part-time resources required to complete the project; • Ensure the tasks of the project are met within the agreed upon timelines and budget; • Participate in any meeting requested; and • Provide Executive Sponsorship with regular status updates and ensure timely implementation of Executive Sponsorship/PIC decisions.
Working Group	<ul style="list-style-type: none"> • Ensure efforts support overarching principle and objective of the CCM program; • Act as the business representative and advocate of their respective business area, facilitating user input and representing the end user in process and policy decisions; • Coordinate the day to day activities of the tasks as assigned; • Identify and escalate potentially significant, sensitive or political issues to the Project Support Team Lead, including options and recommendations for resolution. • Complete issues and risk submissions which may relate to proposed changes to organizational structure, roles and responsibilities, policies, processes, standards and legislation; and • Assist in shaping communication and dissemination strategies.
Project Manager	<ul style="list-style-type: none"> • Actively participate on the Project Support Team; • Ensure efforts support overarching principle and objective of the CCM program; • Provide project management services, ensuring project activities and approach are compliant with the Project Management Body of Knowledge and other project management principles/practices prescribed by the Ministry, and that an audit trail is maintained; • Lead the development of a detailed work plan; • Direct and control all activities for planning and, if approved, execution of the project; • Ensure the efforts of those involved in the project support the

<i>Role</i>	<i>Responsibility</i>
	<p>objectives of the project;</p> <ul style="list-style-type: none"> • Ensure the project deliverables conform to goal of the project; • Manage project tasks and activities to meet agreed upon timelines and budget; • Manage project risks, issues, scope, dependencies, resources and budgets; • Manage escalation of issues, scope, schedule and cost changes to the steering committee; • Ensure roles and responsibilities of project participants are clearly defined; • Provide Executive Sponsorship with regular status updates and ensure timely implementation of Executive Sponsorship decisions.
OCM Lead	<ul style="list-style-type: none"> • Actively participate on the Project Support Team; • Ensure efforts support overarching principle and objective of the CCM program; • With the guidance of business, create OCM plans to help transition staff through the changes the project will bring if executed. • In consultation with other members of the Issue/Risk Management Team(s), review proposed resolution/mitigation plans and approve/escalate as appropriate; • Review and provide the PM with input on Scope Change Items; • Review all Scope Change Requests and provide the PMs with recommendations regarding approval; and • Actively participate in the Project Support Team.
Communications Lead	<ul style="list-style-type: none"> • Actively participate on the Project Support Team; • Ensure efforts support overarching principle and objective of the CCM program; • Ensure effective corporate communication regarding the CCM program; • Create monthly CCM newsletters; • Develop CCM program related materials required for the successful execution of the program; • In consultation with other members of the Issue/Risk Management Team(s), review proposed resolution/mitigation plans and approve/escalate as appropriate; • Review and provide the PM with input on Scope Change Items; • Review all Scope Change Requests and provide the PMs with recommendations regarding approval; and • Actively participate in the Working Group.
Business Analysts	<ul style="list-style-type: none"> • Actively participate on the Project Support Team; • Ensure efforts support overarching principle and objective of the CCM program; • In consultation with other members of the Issue/Risk Management Team(s), review proposed resolution/mitigation plans and

Role	Responsibility
	<p>approve/escalate as appropriate;</p> <ul style="list-style-type: none"> • Review and provide the PM with input on Scope Change Items; • Review all Scope Change Requests and provide the PMs with recommendations regarding approval; and • Plan and organize the thorough review and reengineering of business processes for a variety of business areas, through the disclosure process. • Using facilitation skills, elicit business requirements from internal and external stakeholders by participating in sessions, ensuring all those impacted by business and technology changes are involved and fully understand the process. • Analyze and edit requirements, specifications, business processes, and recommendations related to proposed solution that will support business functions. • Design alternative solutions that will ensure effective and efficient implementation. • Provide input on the most suitable approach to be used in the development of each applicable program/project to ensure business objectives and data integrity are achieved. • Translate business requirements into detailed design specifications for systems development, ensuring program objectives, business rules, organizational policies, and user needs are addressed.
Business Representatives	<ul style="list-style-type: none"> • Provide in-depth knowledge of their respective business area that will enhance the PIC Subcommittee's understanding of what or how the overarching principle, inputs/activities, outputs, and outcomes will be accomplished; • Envision new business processes and applications that behave differently from existing ones; • Participate in business modeling and requirements definition activities; and • Provide input into, and make recommendations regarding, detailed requirements.
Financial/Procurement Analyst	<ul style="list-style-type: none"> • Actively participate on the Project Support Team; • Ensure efforts support overarching principle and objective of the CCM program; • Establish accurate CCM Program financial estimates to support the Ministry's Executive Leadership Team decision making in the prioritization of JAG projects; • Ensure the completion of timely, accurate budgets, and forecasts in relation to the CCM Program to support Ministry reporting requirements; and • Manage a wide variety of procurement and administrative duties relating to vendor contracts, contracting services, capital purchases, and securing material and supplies for the CCM Program.

<i>Role</i>	<i>Responsibility</i>
Project Assistant	<ul style="list-style-type: none"> • Actively participate on the Project Support Team; • Ensure efforts support overarching principle and objective of the CCM program; • Establishing accurate CCM Program financial estimates to support the Ministry's Executive Leadership Team decision making in the prioritization of JAG projects; • Ensuring the completion of timely, accurate budgets, and forecasts in relation to the CCM Program to support Ministry reporting requirements; and • Manage a wide variety of procurement and administrative duties relating to vendor contracts, contracting services, capital purchases, and securing material and supplies for the CCM Program.

4.3 Project Approach

Project Management: Project activities and approach will be compliant with the practices prescribed by the Justice Project Management Centre of Excellence. Through active analysis during the design stage, the Project Team will identify key recommendations. Where possible, recommendations will be presented for early approval to ensure development activities start without delay. In short, releasing solution recommendations in a staged approach will allow technical enhancements to commerce during the 2010-11 fiscal year.

To support multiple enhancement projects, a program approach will be established. This will provide a consistent approach to:

- Program delivery strategy;
- Organizational change management;
- Project reporting;
- Cost management;
- Quality assurance strategy;
- Benefits tracking; and
- Stakeholder management and communications.

Decision Management Process: A structured decision making process will be incorporated to ensure effective engagement of decision makers and the application of key drivers from a business and technical perspective.

Business Process Redesign: The Ben Graham methodology, or "bottom-up" approach, will be used to ensure the front-line people actually doing the work provide the process improvement recommendations.

4.4 Resource Approach

Project resources will be secured as per the Resource Plan approved by the Executive Leadership Team on July 8, 2010. A copy of the Resource Plan is attached as Schedule A to this document.

4.5 Organizational Change Management

An OCM Lead has been assigned to the project and will apply a hands-on approach to assisting staff transition through the changes the project will bring if executed.

4.6 Summary of Key Deliverables and Milestones

<i>Key Deliverables</i>	<i>Milestone date</i>
High-Level Business Requirements	Nov through Feb 2011
Future State Business Models	Jan and Feb 2011
Recommendations for Business Process Enhancement	Jan through Mar 2011
High-Level OCM Plan and Business Integration Plan	January 2011
Individual Project Proposals Cost and Strategy Documents	Jan through Mar 2011

Schedule B contains a high-level Table of Contents for each of the key deliverables.

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4.7.1 This Section Purposely Left Blank

4.7.2 Fiscal Budget Statement

The budget contains operating funds and spans the 2010/11 fiscal year.

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5 Project Authorization

This project charter formally authorizes the existence of the Court Case Management Program Phase Two: Planning Stage Project and provides the project manager with the authority to apply organizational resources to project activities.

By signing this document, the Executive Sponsor and the Provincial Implementation Committee authorizes the project to proceed based on the scope of work, project schedule, resources and costs outlined in this project charter.

<i>Role</i>	<i>Name</i>	<i>Signature</i>	<i>Date</i>
Executive Sponsor and PIC Chair	Deputy Chief Judge A. Lefever Provincial Court of Alberta	Approved by email	October 15/10
PIC Member	Assistant Chief Judge R. Wilkins Provincial Court of Alberta	Approved by email	October 7/10
PIC Member	Vicki Brandt ADM, Court Services Division	"VB"	October 6/10
PIC Member	Barry Chatwin CIO, Corporate Services Division	"Barry Chatwin"	October 6/10
PIC Member	Greg Lepp, QC ADM, Criminal Justice Division	"Greg Lepp"	October 6/10
PIC Member	Mike Dinkel, QC Defence Counsel Representative	Approved by email	October 6/10

Schedule A - This Section Purposely Left Blank

Appendix B – Project Deliverables

The following outline the general content for project deliverables:

High-Level Business Requirements

This deliverable will outline the business requirements identified through the process mapping, future state definition and gap analysis activities undertaken during the Requirements Stage. The document will cover the following topics:

- Function Overview
- Requirements for
 - Process Flow
 - Key process requirements
 - Support System needs
 - Organizational Change Management
 - Volumetrics
 - Improvement Value Statement
 - Opportunities for improvement
- Non-Functional Requirements
 - Technical Needs
 - Security Needs
- Business Unit / Function Map
 - Identifies the business units utilizing each function

Future State Business Models

This deliverable will outline the conceptual future state models to be used to guide the development of the recommended solutions. The document will cover topics such as:

- Solution Interaction Models
- High Level Process Models

Recommendations for Business Process Enhancement

Through the review and analysis conducted under CCM2, a series of recommendations will be presented for consideration by the governance team. These recommendations will cover the following topics:

- Procedural Enhancements
- Process Enhancements
- Solution Updates
- Technical Enhancements
- Priority Analysis For Recommendations

Each recommendation will present the:

- Business opportunity being addressed
- Value to be gained by the business
- Cost of addressing the opportunity
- Strategy for delivery of the solution

High-Level Organizational Change Management and Business Integration Plan

The solutions being recommended need to be integrated into regular business operations in order to realize the anticipated benefits. The OCM and Business Integration Plan will address the following topics:

- Impact Assessments
- Organization Readiness
- Capabilities Required
- Capabilities Available
- Fit / Gap Analysis
- OCM Strategy and Initiatives

Individual Project Proposals Cost and Strategy Documents

Upon acceptance of the recommendations, the CCM2 project team will prepare proposals for individual work packages that will produce the recommended solution. Each package will document the following:

- Description of the work package
 - Objectives to be addressed
 - Expected results of the work package
 - Recommendation strategy being addressed
- Impact Assessments
 - Impact on stakeholders
 - Support required from the OCM
 - Impact on existing solutions
- Benefit realization
 - Business value statement
 - Anticipated benefits
 - Measures to be applied
 - Benchmark strategy and measures
- Deliverables to be produced along with acceptor
 - Acceptance strategy
 - Activity Plan and Key Milestones
 - Dependencies on other work packages
 - External interfaces with other projects or departmental initiatives
- Resource requirements
 - Departmental
 - External
 - Financial
- Package Assessment
 - Planning and delivery assumptions
 - Risk assessment related to the work package
 - Associated constraints