



Provincial Court of Alberta and Ministry of Justice and Solicitor General

Court Case Management 2015/18 Project Charter



Final v 1.0

January 14, 2016

Deliverable Information

Charter Purpose

This project charter:

- Formalizes this project and outlines the high-level project requirements,
- Guides the executive sponsors, working groups, 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

Version Number	Revision Date	Summary of Changes	Approved?
1.0	November, 2015	Final draft for PIC Approval	November 27, 2015 as per PIC minutes

Storage Information

Document Type	Location	Retention
Deliverable	Hardcopy with project manager, softcopy on SharePoint	5 years

Distribution / Special Treatment

Once approved by the executive sponsors, this document may be distributed to the working group leads/representatives and the project team. Additionally, this document may be further distributed as directed by the sponsors.

Acronyms and Abbreviations

Term	Meaning / Definition
ACPS	Alberta Crown Prosecution Service
AJDA	Alberta Justice Disclosure Application
BPR	Business Process Review
CASS	Court Appearance Scheduling System
CCME	Court Case Management Evolution
CRM	Customer Relationship Management
RCAS	Resolution and Court Administration Services Division
IMTS	Information Management and Technology Services
JSG	Justice and Solicitor General
JOIN	Justice Online Information Network
LAA	Legal Aid Alberta
OCM	Organizational Change Management
PIC	Provincial Implementation Committee
PPSC	Public Prosecution Service of Canada
PRISM	Prosecutor Information System Manager
RCS	Remote Courtroom Scheduling System

1 Executive Summary

1.1 PROJECT NAME

Court Case Management Program – CCM 2015/18

1.2 EXECUTIVE SPONSORSHIP

The project is governed by the Provincial Implementation Committee consisting of the following members:

Name	Role	Organization
Chief Judge T. Matchett	Chair	Provincial Court of Alberta
Assistant Chief Judge J. Ogle	Member	Provincial Court of Alberta
Lynn Varty, ADM	Member	Resolution and Court Administration Services Division
Eric Tolppanen, ADM	Member	Alberta Crown Prosecution Service
Gerald Lamoureux, ADM	Member	Information Management and Technology Services Division
Wes Smart, QC	Member	Public Prosecution Service of Canada
Margaret Keelaghan	Member	Defence Counsel Representative
Suzanne Polkosnik	Member	Legal Aid Alberta

The Steering Committee was established by PIC to manage the day to day issues and decisions required by the project team through the project manager and consists of the following members:

Name	Role	Organization
Assistant Chief Judge J. Ogle	Chair	Provincial Court of Alberta
Tim Owens	Member	Court Case Management Program 2014/15
Peter Teasdale	Member	Alberta Crown Prosecution Service
Ayaaz Janmohamed	Member	Information Management and Technology Services Division
Sharon Lepetich	Member	Resolution and Court Administration Services
Shelley Tkatch	Member	Public Prosecution Services of Canada
Margaret Keelaghan	Member	Defence Counsel Representative
Danny Lynn	Member	Legal Aid Alberta

1.3 PROJECT STATEMENT

CCM 2015/18 is the fifth phase of a multi-year initiative to improve the efficiencies of provincial criminal court throughout the province of Alberta. This phase of the project is focused on implementing measures that will save costs and improve efficiencies throughout the Provincial Criminal Court systems.

Key initiatives for 2015/16 include:

- Criminal e-File
 - Refinement of applications and business processes(Edmonton)
 - Design and planning for Edmonton PPSC and Calgary

- Provincial Expansion – development of evaluation criteria and the creation of a prioritization list of future implementations (Youth Court included)
- Provincial Court Scheduling
- Crown Dates to Defence

1.4 PROJECT BUDGET

The CCM budget for 2015-16 is approximately 1.2 million; this is a decrease in budget from the 3.6 million allocated last year. The budget for 2016-18 still has yet to be determined.

1.5 DATE / DURATION

Start Date: July, 2015
End Date: March 31, 2018

1.6 PROJECT LEAD/PROJECT MANAGER

Tim Owens
Sandra Bachand

1.7 PROJECT GOVERNANCE

See the Governance section of this charter for details.

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.

2 Project Overview

2.1 BUSINESS DRIVERS / BACKGROUND

This is the fifth phase of a multi-phase / multi-year project. Phase 1 involved adopting a “day of” method of scheduling and the creation of vertical file management procedures in Calgary and Edmonton General Prosecutions’ Offices. Phase 1 resulted in the creation and implementation of a Case Management Office in Calgary and Edmonton with corresponding RAC (required appearance courts and assignment courts) and saw the implementation of PRISM (Prosecutor Information System Manager) and RCS (Remote Courtroom Scheduling).

Phase 2 was focused on provincial expansion and the implementation of CASS (Court Appearance Scheduling System). Phase 2 also saw the completion of a successful proof of concept for the Open Text document / workflow management system. This phase also resulted in a number of system improvements to RCS and PRISM. CCM processes and systems were implemented in Wetaskiwin, Okotoks, Canmore, Airdrie, Red Deer, and Medicine Hat.

Phase 3 continued to leverage the technology investments already made to improve efficiencies within the Courts systems. PRISM was deployed to three additional locations. CMO’s were added to Cochrane and Didsbury. RCS search capabilities were expanded throughout the Province resulting in less demand at the CMO for court information. Business processes were reviewed and refined to improve how CCM systems are deployed throughout the province. CCM processes and systems were implemented in Didsbury, Cochrane and Turner Valley. In addition, CCME completed a pilot project to test Open Text as a potential solution to the management of disclosure documents.

Phase 4 continued the expansion of CMOs to Lethbridge, Siksika, Strathmore and Grande Prairie, CASS was implemented in Ft. McMurray and federal matters were added to the CMO in Edmonton and Calgary. In addition, the Crown Dates to Defence initiative included process and system improvements to ensure that Crown availability for file ownership cases is readily accessible for scheduling hearings on RCS or at the CMO. This phase also saw the implementation of Criminal E-file in the Edmonton Crown office which enabled the electronic delivery of prosecution packages from law enforcement to the Crown and disclosure packages from the Crown to defence counsel. Moving forward on the recommendations which came out of the business process review done in the fall of 2013, two additional initiatives were undertaken. This included Provincial Court Scheduling and the near completion the automation of CCM statistics.

In 2014, the Alberta economy grew strongly by 4.4%, the highest provincial increase. Alberta has also led all provinces in economic growth over the past 20 years, with an average annual gross domestic product growth of 3.5 % per year. However, the recent oil price decline is negatively impacting the Alberta economy this year. With the decline in the price of oil, the Alberta Government has been working hard to identify savings and efficiencies while protecting our business. As the population continues to grow, the demand for Resolution and Court Administration Services also continues to grow. This requires ongoing effort to continue to improve the efficiencies and effectiveness of court systems. The Court Case Management Program has demonstrated that it is possible to implement improved efficiencies and offers the best vehicle for continuing those improvements.

2.1.1 LINK TO BUSINESS PLAN

This project aligns to the following Government of Alberta Priorities:

- **Justice and Solicitor General 2015 / 2020 Business Plan:**
 - Goal 2 – Alberta has a modern justice system that enables timely and appropriate outcomes.
 - Goal 3 – Albertans receive excellent service.
- **Injecting a Sense of Urgency (April 2013 report from ADM Alberta Crown Prosecution Service):**
 - Recommendation #2: Expand the Court Case Management (CCM) Program including the use of Case Management Offices (CMO).
 - Increase the use of technology and Business Intelligence.
 - Electronic case processing: Police services in Alberta are developing ways to provide the prosecution with police reports in an electronic format. This is just one part of the solution, however, as prosecutors then need to be able to utilize the electronic reports to create the prosecution file and provide disclosure to the accused or defence counsel. Alberta Justice and Solicitor General have identified a document management software solution, and are working hard to advance electronic case processing.
- **Report on Shawn Rehn (2015 internal review done by Alberta Crown Prosecution Service):**
 - ACPS consider implementing or enhancing guidelines respecting the recording of information, and the management of files, including the use of PRISM to better record steps taken in a prosecution and to archive this information.

2.2 HIGH LEVEL SOLUTION STATEMENT

CCM 2015/18 will use resources that will, in coordination with IMTS staff, complete the projects within the portfolio over the project duration. All projects will be monitored and controlled using processes described in the CCM 2015/18 overall project plan. This includes management of risks, issues, costs, schedule, scope, dependencies, procurements, communications and quality.

The scope for each individual project is specified in section 3 of this charter.

2.3 GOALS AND OBJECTIVES

The primary goals and objectives of the CCM 2015/18 program are to complete implementation of appropriate and relevant CCM processes and systems across the province.

There will continue to be enhancements performed by the Application Services Unit within IMTS' Service Delivery Branch on CASS and RCS and CCM 2015/18 resources will assist in defining and testing of those enhancements. The primary focus for CCM 2015/18 however will be on continuing the deployment of existing technology and business solutions.

2.4 BENEFITS REALIZATION OR DESIRED OUTCOMES

The benefits from completing the CCM 2015/18 projects include:

- A) Efficiency savings from deployment of Open Text to Crown offices that receive electronic files from law enforcement for defence counsel and Crown. Any defence counsel who are registered on RCS can download the disclosure documents from the comfort of their home or office; there is no need to go to the prosecution office to collect disclosure or send runners to pick it up.
- B) Significant reduction in redundant manual entry and double-booking of counsel.
- C) Efficiency savings from deployment of CCM processes to additional locations across the province to ensure same way of doing business.
 - 1. RCS gives defence counsel electronic access to court information they could only obtain through written request or by telephone previously. In addition to that:
 - a. RCS can be accessed by counsel 24 hours a day, 7 days a week, providing increased flexibility to prepare for court and service clients;
 - b. It is no longer necessary to attend the courthouse to book every matter. RCS is accessible in the office or at home.
 - 2. Prior to CCM, matters were heard in docket courts where defence counsel often waited a long time to have their matter called. Moving first appearance cases and simple remands to the CMO has relieved the burden on docket courts. This in turn has freed up judicial time and resources for more substantive matters. Some locations have express lines for counsel.
- D) Significant reduction of risk for future ASKOV stays through the deployment of the Crown Workload Reporting system throughout the province through the use of PRISM.
- E) Improved effectiveness and efficiency of court case management processes by implementing recommendations in all existing and future locations as appropriate.

2.5 KEY PARTICIPANTS

The following table identifies the participants and their involvement / impact with the project.

Participant	Description of Impact on the Stakeholders / Influence on the Project
Provincial Implementation Committee	<p>Influence: PIC is a governing body for the project and has overall responsibility and authority for the overall direction of the project.</p> <p>Impact: PIC members are requested to participate in monthly update meetings and to assist with resolution of significant issues if and as they arise on the project. PIC also approves any change requests that may be brought forward for a decision.</p>
Provincial Court	<p>Influence: The Provincial Court is a key stakeholder group and have influence in the following projects:</p> <ul style="list-style-type: none"> • Criminal e-File • Crown Dates to Defence • Provincial Expansion • Provincial Court Scheduling <p>Impact: Participation in planning and implementation meetings. Active involvement in the business process review.</p>
Resolution and Court Administration Services staff	<p>Influence: RCAS staff will participate in and have influence in the following projects:</p> <ul style="list-style-type: none"> • Criminal e-File • Crown Dates to Defence • Provincial Expansion • Provincial Court Scheduling <p>Impact: Participation in planning and implementation meetings, executing tasks in support of the projects, participation in project tracking meetings</p>
Alberta Crown Prosecution Service (ACPS) and Public Prosecution Service of Canada (PPSC) staff	<p>Influence: The Crown is a key stakeholder in a number of projects being undertaken within the CCME portfolio. This includes significant participation in:</p> <ul style="list-style-type: none"> • Criminal e-File • Crown Dates to Defence • Provincial Expansion <p>Impact: Besides participating in the planning and implementation of a number of projects project participants from the Crown will also participate in project tracking meetings.</p>
Defence Counsel Representatives	<p>Influence: Defence counsel representatives will participate in and have influence in the following projects:</p> <ul style="list-style-type: none"> • Criminal e-File • Crown Dates to Defence • Provincial Expansion <p>Impact: Participation in planning and implementation meetings, executing tasks in support of the projects, participation in project tracking meetings</p>

Participant	Description of Impact on the Stakeholders / Influence on the Project
Legal Aid Alberta Staff	<p>Influence: LAA will assist in provincial expansion through communication and education of the private bar, coordination of LAA business practices where possible to promote usage of CCM tools. LAA will also be invited to participate in and have influence in the following projects:</p> <ul style="list-style-type: none"> • Criminal e-File • Crown Dates to Defence • Provincial Expansion <p>Impact: Participation in planning and implementation meetings, executing tasks in support of the projects, participation in project tracking meetings.</p>
Law Enforcement Agencies	<p>Influence: Law enforcement agencies are a key stakeholder in a number of projects being undertaken within the CCM 2015/18 portfolio. They will have significant participation in the Criminal e-File project and also have a significant role to play in the CCM provincial expansion.</p> <p>Impact: Law enforcement agencies will be participating in planning and implementing a number of projects. This will also require participation in project tracking meetings.</p>

3 Project Framework

This section provides the initial scope statements for the projects that are considered to be in and out of scope for CCM 2015/18. Upon approval of this charter, this scope information will be further refined and documented in the project work plan. This charter will guide the project manager and team in the development of the more detailed project work plans, as part of the next steps.

3.1 HIGH LEVEL SCOPE / BOUNDARIES

The scoping portion of this document describes, at minimum, what needs to be completed to support the key objectives of the project while remembering the business drivers that originally identified the need for this project. The scoping statements place the boundaries around those objectives and drivers in order to describe when the project can realize it is complete.

3.1.1 IN SCOPE

The scope of the projects within the CCM 2015/18 portfolio is based on planning sessions and meetings held with the Provincial Implementation Committee in June 2015. As this program has numerous projects, each project has been documented separately.

1. Criminal e-File Evolution and Expansion

- **Year 1**
 - Refine the e-File product and processes based on the experience gained in Phase 4.
 - Continue the training and smooth transition of staff to the new standardized processes for ongoing oversight by the business units.
 - Continue to evolve the material to better serve future deployments.

- Migrate remaining documents out of the legacy system (AJDA) in Edmonton and prepare for migration in Calgary so it may be completely retired.
- Plan and design Criminal e-File in Edmonton for the PPSC to leverage the value obtained through the Phase 4 investment. This will demonstrate the portability of the e-File product and processes.
- Begin preparatory work for the plan and design of Criminal e-file in both the federal and provincial Crown offices in Calgary.
- Engage law enforcement agencies to establish system to system interfaces necessary to facilitate the ingestion of prosecution packages from law enforcement agencies into Criminal eFile.
- **Year 2 and 3**
 - Implement Criminal e-File in Edmonton for the PPSC.
 - Continue with the plan, design and implementation of Criminal eFile in both offices in Calgary and subsequently a full provincial deployment to the remaining 11 Crown Prosecution Offices.
 - Explore the use of the Criminal e-File platform for handling other court forms and documents like subpoenas and brought forward forms.
 - Establish a migration plan to move locations with electronic file capabilities on other platforms (e.g. Lethbridge) to the Criminal e-File product. Establish the Criminal e-File product as the provincial solution for digital charging documents moving to the Court and Crown.

2. Criminal eInformations

- **Year 1**
 - Monitor e-signature regulations in order to track date proclaimed
 - Purchase second factor authentication software for e-signature
- **Year 2 and Year 3**
 - Provide a workflow to transmit Informations to the courthouse digitally, and record the confirmation of the Informations using electronic signatures. Complete the definition and deployment of a workflow to allow for electronic transmission, endorsement, and confirmation of Informations in Edmonton
 - Continue to work with law enforcement agencies to establish the interfaces necessary to produce electronic charge documents.
 - The goal of the eInformations Initiative is effective, efficient electronic document transfer for the Provincial Court (adult) Criminal Division.
 - The e Information Initiative seeks to improve case management processes by enabling the use of electronic documents in adult Provincial Court Criminal offices. It supports the overarching CCM principles to achieve consistent approaches to case management processes in Provincial Court Criminal Division and to ensure all relevant legislative requirements and applicable policies are adhered to.
 - Complete the deployment of a workflow to allow for electronic transmission, endorsement, and confirmation of Informations in Calgary.
 - Development of a prioritized implementation list in consultation using the project governance process.
 - Continue implementation into locations as prioritized where required.

3. Crown Dates to Defence – Edmonton

- **Year 1**
 - Currently implemented in Calgary. Carry over from CCM 2014/15 to implement in Edmonton.

- Provide training on current application and a smooth transition of staff to new business processes for an ongoing oversight by the business units.

4. Provincial Expansion

Criteria and Evaluation for Future CMO Implementations

- **Year 1**
 - Continue to evolve the modular deployment of CCM programs and services. This will ensure that all implementations moving forward best leverage the strengths of both CCM and the experience of the locations in satisfying local needs.
 - Development of a prioritized implementation list in consultation using the project governance process.
- **Year 2 and Year 3**
 - Continue implementation into locations as identified and prioritized in year one.
 - The implementations in this period will be modified if necessary to reflect the outcome of the Centralized CMO and Family and Youth Cases to the Case Management Office initiatives, which will design the ideal implementation for base point/circuit points. Existing implementations will also be revisited to leverage the outcome of that work at this time.

Family and Youth Cases to the CMO

Implement CMO programs and process in both Youth Court and Family Courts, in Edmonton and Calgary. This will be an extension of the CCM implementations already completed in these courthouses, and allow administrative issues to be removed from Youth and Family docket court, and brought before a non-presiding justice of the peace at the CMO counter.

- **Year 2 and Year 3**
 - Plan and design the implementation of the CMO counter and the ability to book youth matters on RCS for youth matters in Calgary. This initiative leverages heavily on proven experience by both the CCM project team and courthouse staff, and will be fully completed in one year.
 - Implement CMO programs and process in Youth Court and Family Court, in Edmonton and Calgary. This will be an extension of the CCM implementations already completed in these courthouses, and allow administrative issues to be removed from Youth and Family Docket Court, and brought before a Non-Presiding Justice of the Peace at the CMO counter.

CMO Efficiencies Strategy

Certain locations in the province cannot directly implement CCM programs and processes due to staffing or other logistical reasons. However it has been identified that with the use of new processes and technology the value of the CCM initiative could be delivered to these locations in different ways.

- **Year 2 and Year 3**
 - Plan and design the concepts developed during Phase 4 of CCM to support the most effective deployment of CCM programs and processes to these locations. Identify which of the three concepts best meets the needs of the justice system.
 - In combination with the Provincial Expansion, deliver the modified CCM implementations and described in the fully realized concept that may be developed in Year 1.

5. Provincial Court Scheduling Enhancements

- Plan and design a solution for provincial court scheduling for the Judiciary that satisfies the 30 recommendations collected in the 2010 Judicial Analysis Sessions. This will allow for the retirement of the Judicial Scheduling Excel spreadsheet, and complete the delivery of a Judicial Scheduling portal that is fully interoperable with the existing services provided in the Court Appearance Scheduling System (CASS).
- **Year 1**
 - Confirm business requirements gathered to date.
 - Document business processes in order to complete business requirements.
- **Year 2 and Year 3**
 - Define a solution that satisfies all recommendations and requirements collected to date through Phase 3 and Phase 4 of the project.
 - This solution will meet the requirements collected for the Provincial Court of Alberta.
 - This solution may leverage solutions in whole or in part developed as part of the Queen’s Bench Scheduling initiative, but that is a secondary consideration to fully satisfying the requirements expressed by the Provincial Court of Alberta.
 - The proposed solution may be developed in phases to deliver all requirements over time; this will be described within the project proposal to build a solution delivered by the end of year 1.
 - On acceptance of a project proposal, build and deploy the accepted solution. The details of this will depend on the project proposal.

3.1.2 OUT OF SCOPE

The following are out of scope for the CCM 2015/18 project:

- a) Completion of technical enhancements to production systems including CASS / RCS / JOIN. Support for these applications will be provided by JSG operational resources.
- b) With the exception of Provincial Court Scheduling, the project is focused only on Provincial Court Criminal, and Family and Youth processes. Other than what is required for Provincial Court Scheduling, this project will not undertake work related to other divisions of Provincial Court, Queen’s Bench or the Court of Appeal.

3.2 KEY SUCCESS FACTORS – SPONSORS / STAKEHOLDERS

The following key success factors are considered vital to the success of the CCM 2015/18 project:

- a) Active participation by members of all committees and subcommittees;
- b) Making appropriate planning and use of administrative processes related to procurement, finance, legal reviews, and human resources.
- c) PIC members are actively engaged in communicating project requests and in assisting to clear any large issues that may become apparent during the project;
- d) PIC members and other stakeholders are kept informed of project progress and of any issues as they arise throughout the project;

- e) Accurate cost savings metrics are collected throughout the course of all the projects completed during the year. CCM 2015/18 is able to demonstrate cost savings that exceed the cost of the project resources consumed to complete the work specified in this charter;
- f) All stakeholders adhere to standardized processes for change management and for implementing enhancements and processes related to CCM 2015/18;
- g) It is vital to maintain momentum from phase 4 of CCM and move into the priorities established for CCM phase 5 as quickly as possible.

3.3 ASSUMPTIONS

- a) Key ministry staff (as listed in the attached Resource Plan) will be made available to participate on the CCM Program.
- b) The governance model will remain in place.
- c) 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 Justice architecture.
- d) The transition to the NICHE application for the Calgary Police Service will not affect the Criminal eFile timeline as stated.

3.4 DEPENDENCIES / RELATED PROJECTS

The initiatives with the CCM program will require existing information technology systems to be changed to support them. These include:

- The Justice Online Information Network (JOIN)
- PRISM
- CASS
- RCS
- Criminal eFile

The implementation of the above will be dependent on the stabilization of JOIN and the access to the user acceptance testing environment for JOIN with operational interfaces.

The implementation of Criminal eFile for the PPSC will be dependent on the acceptance by Service Canada on the design and solution.

There will need to be close coordination between the CCM project team, IMTS, Service Alberta, and Service Canada.

3.5 HIGH LEVEL RISKS

The following high level risks are identified for CCM:

Risk Register Log - Open Risks										
PROJECT NAME: Court Case Management 2015/2016										
Risk #	Risk Description	Probability	Impact	Area Affected	Risk Response	Activity to resolve risk (with dates)	Risk Owner	Date Opened	Date Closed	Status
1	As a result of a late start, CCM 2015/18 may not be completed by March 31, 2018	High	High	Schedule	Mitigate	Will seek a decision to extend time from the Steering Committee and PIC.	PM	Jul 02, 2015		Open
2	CCM 2015/18 may not be able to deliver on all the initiative outcomes by March 31, 2018, as both internal and external resources may not be available to complete tasks. Nor can the deliverable/milestone completion dates be guaranteed.	Medium	High	Schedule	Mitigate	Re-balance the schedule to allow for flexibility so as to allow resources to be available.	PM	Jul 02, 2015		Open
3	CCM 2015/18 may be hindered as a result of other priority projects changing the same systems that are on the critical path for CCM 2015/18.	Medium	High	Schedule	Mitigate	Collaborate with these other priority projects and negotiate timings for system changes.	PM	Jul 02, 2015		Open
4	Stakeholders might receive incorrect information about the CCM 2015/18 project.	Low	Medium	Quality	Mitigate	Where incorrect information has been indicated by stakeholders: 1) work closely with JAG Communications Officer assigned to CCM. 2) Develop an OCM Strategy and a OCM Plan which includes: providing regular communications to stakeholders (such as: newsletters, face-to-face, information sessions, etc.); and ensuring information is provided to stakeholders and readily available to them (such as producing newsletters, posting information on websites, etc.). 3) Hold regular meetings with stakeholders.	PM	Jul 02, 2015		Open
5	Stakeholders experience change saturation	Medium	Medium	Schedule	Accept	Where Change saturation is being experienced by stakeholders: 1) Work with affected stakeholder group to identify appropriate strategy. 2) Adjust release dates of deliverables allowed for by agile process. 3) Present to PIC for acceptance of resolution	PM	Jul 02, 2015		Open
6	Key resources are unavailable due to other priorities	Medium	High	Schedule	Accept	Where key resources are unavailable due to other priorities: 1) Communicate affect on the project to stakeholders 2)Develop a joint solution. 3)Clarify project impact and response strategy. 4) Present to PIC for acceptance of resolution.	PM	Jul 02, 2015		Open
7	RCAS is currently assessing resource capacity and may not have the resources to implement future CMOs	Medium	High	Schedule	Accept	Where key resources are unavailable due to other priorities: 1) Communicate affect on the project to stakeholders 2)Develop a joint solution. 3)Clarify project impact and response	PM	Sept 09, 2015		Open

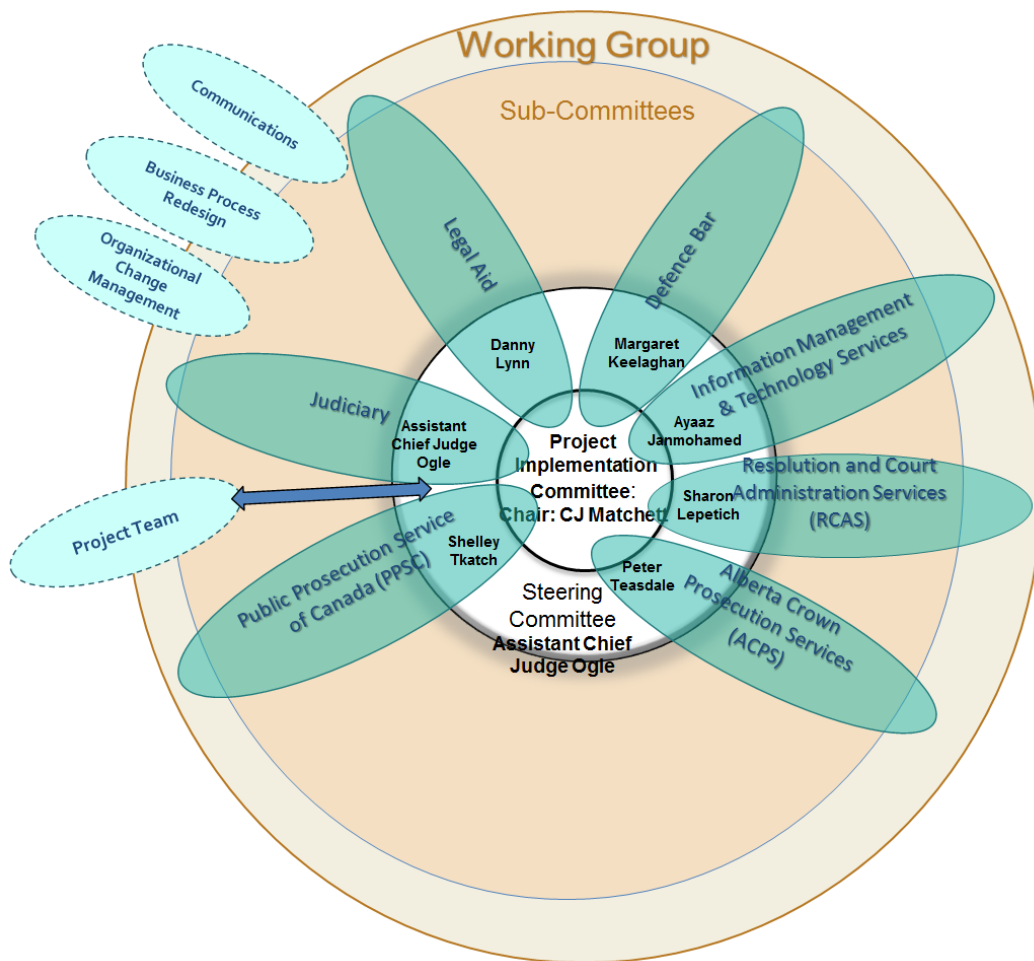
Risk Register Log - Open Risks
PROJECT NAME: Court Case Management 2015/2016

Risk #	Risk Description	Probability	Impact	Area Affected	Risk Response	Activity to resolve risk (with dates)	Risk Owner	Date Opened	Date Closed	Status
8	Service Canada will need to approve system capacity and integrity relating to operations, and data security for implementation of Criminal eFile to PPSC.	Medium	High	Schedule	Accept	Ensure we work closely with PPSC IT, Service Alberta and Service Canada in order to get a timely decision.	Wes	Oct 30, 2015		Open

4 Project Organization and Approach

4.1 HUMAN RESOURCING APPROACH

4.1.1 PROJECT TEAM STRUCTURE



4.1.2 PROJECT GOVERNANCE ROLES AND ACCOUNTABILITIES

The following table outlines the roles and accountabilities of the project team members, as well as the committees to which the project team reports.

Role	Accountabilities
PIC Chair	<ul style="list-style-type: none"> • Promote and communicate the overarching principles and objectives 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.
Provincial Implementation Committee (PIC)	<ul style="list-style-type: none"> • Provide final authority on resolution of major project issues outside the control of the Steering Committee • Approve project scope, schedule and budget • Approve of changes to project scope, schedule and budget • Promote and communicate the overarching principles and objectives of the CCM program(refer to charter) • Promote Stakeholder engagement • Approval of CCM Guideline updates • Review monthly project status updates • Provide direction in shaping communications and dissemination strategies • Participate actively and visibly throughout the program • Hold meetings monthly or as deemed necessary by the chair • Alternate will be found or proxy will be given to any other member in the event a voting member is unable to attend
CCM Steering Committee	<ul style="list-style-type: none"> • Provide authority on resolution of major project issues • Recommend changes to project scope, schedule and budget • Identify and escalate potentially significant, sensitive or political issues to PIC, including options and recommendations for resolution

Role	Accountabilities
	<ul style="list-style-type: none"> • Manage and implement the priorities assigned from PIC • Ensure the effort to support the overarching principles and objectives of the CCM program (refer to charter) • Review bi-weekly project status updates • Provide monthly project updates to PIC • Assist in shaping communication and dissemination strategies • Participate actively and visibly throughout the program • Hold meetings bi-weekly or as deemed necessary by the chair • Alternate will be found or proxy will be given to any other member in the event a voting member is unable to attend
Working Groups	<ul style="list-style-type: none"> • Ensure achievement of objectives • Review and approve deliverables • Participate in on-going project communication processes • Assess overall benefits • Ensure delivery of benefits • Implement plans for organization change • Represent respective business requirements • Review and accept deliverables • Identify and resolve issues where appropriate • Document project issues and risks • Recommend decisions to the Steering Committee wherever possible through the project manager. • Participate actively and visibly throughout the program • Hold meetings as deemed necessary by the lead • Lead required to participate in weekly Project Status meetings
Project Lead	<ul style="list-style-type: none"> • Ensure achievement of objectives • Review and approve deliverables • Provide decisions / resolution of escalated issues • Participate in on-going project communication processes • Provide senior management with project summary information in conjunction with summary information from other initiatives. • Assess overall benefits • Ensure delivery of benefits • Provide leadership to project team members • Develop plans for organization change • Review and accept deliverables • Identify and resolve issues • Participate in weekly Project Status meetings • Escalate project issues and risks to the Steering Committee as required

Role	Accountabilities
	<ul style="list-style-type: none"> • Recommend decisions to the Steering Committee wherever possible
Project Manager	<ul style="list-style-type: none"> • Collect and log changes, actions, issues, and risks • Provide senior management with project summary information in conjunction with summary information from other initiatives. • Ensure the project or initiative outcomes meet the business objectives. • Ensure project delivery meets specifications according to scope, budget and quality expectations • Manage and track inter-dependencies within the project • Serve as the escalation point for project issues and escalate issues involving significant risk to the appropriate governance body as they relate to business. • Establish and maintain a high level of business trust and confidence in the team's knowledge of and concern for business requirements and issues • Work with the internal and external stakeholders to plan and facilitate the various work efforts • Ensure appropriate stakeholder co-ordination • Coordinate services provided by other groups and integrate activities into broader plans to deliver on schedule and budget • Establish and maintain effective relationship with the stakeholder groups • Work with the business to minimize the impact of change • Ensure that business activities are built into the work plans and monitored regularly • Provide regular updates in coordination with the solution delivery manager and technical lead on project status to the Steering Committee.
Business Analysts	<ul style="list-style-type: none"> • Provide support to the working groups • Work with the working group customizing processes for specific needs • Provide advice and business expertise • Provide and confirm business requirements • Provide assistance in developing the testing strategy in coordination with technical lead and application analysts when required • Lead and coordinate testing efforts, including managing UAT resources; coordination of preparation of test cases; track, report and resolve identified issues; and communicate required changes to technical team • Prepare and/or provide assistance in developing and executing User Acceptance Test (UAT) plans and test cases

Role	Accountabilities
	<ul style="list-style-type: none"> • Prepare and/or assist in creating the user acceptance test (UAT) plan and test cases • Approve production readiness • Prepare training materials for all stakeholders • Train the trainers and/or user groups for stakeholder organizations.
Organizational Change Management Lead	<ul style="list-style-type: none"> • Develop plans for organizational change • Prepare any required communications • Participate on appropriate working groups • Facilitate Lessons Learned
Financial Analyst	<ul style="list-style-type: none"> • Ensure completion of timely, accurate budgets, and forecast in relation to the CCM Program to support ministry reporting requirements; and • Manage a wide variety of procurement and administrative duties relating to vendor contract, contracting services, capital purchases, and securing material and supplies for the CCM program.
Executive Director, IMTS Service Delivery	<ul style="list-style-type: none"> • Overall accountability for IMT solution delivery • Ensure operational environment is available and configured to support the outcomes of the project • Ensure that services are in alignment with the objectives, deliverables and outcomes of the project • Provide the final budgetary numbers for the project • Escalation for Project Lead, Project Manager, Director Application Services, Director Infrastructure Unit and the Solution Delivery Manager
Director, Applications Services Unit	<ul style="list-style-type: none"> • Provide insight and oversight on the approaches taken to ensure they are consistent with the overall enterprise approaches for JSG applications • Coordinate applications architectural understanding between the project participants and stakeholders • Provide direction on application architectural issues • Escalation point for Project Manager and Solution Delivery Manager • Designated EO on the IMT component of the project
Director, Infrastructure Services Unit	<ul style="list-style-type: none"> • Ensure the appropriate technical Environment is established for the project • Ensure the project team has appropriate access to the various environment • Work with the Technical lead in ensuring all the technical requirements are known • Validate the technical architecture for the solution with the

Role	Accountabilities
	<p>technical lead</p> <p>Provide the technical lead the documents that describe the technical architecture for the solution</p>
Technical Lead	<p>In conjunction with the Service Delivery Branch (SDB):</p> <ul style="list-style-type: none"> • Establish technical requirements • Develop solution architecture • Develop testing strategies • Define success criteria • Develop technical implementation plan • Collect and log changes, actions, issues, and risks from the status report • Manage technical scope and issues • Manage and track inter-dependencies within the project • Serve as the escalation point for project issues and escalate issues involving significant risk to the appropriate SDB leadership and/or governance body as they relate to business. • Provide regular updates in coordination with business PM on project status to the Steering Committee • Manage the Open Text vendor • Manage the technical resources assigned to the working groups • Provide quality assurance of deliverables • Provide input into change requests • Ensure that delivery is on schedule and budget • Implement final solution, and • Complete post implementation review.
Solution Delivery Manager	<ul style="list-style-type: none"> • Ensure project delivery meets specifications according to scope, budget and quality expectations • Provide regular updates on project status to the project lead and the project manager • Manage the technical resources assigned to the working groups • Provide quality assurance of deliverables • Ensure that delivery is on schedule and budget
Open Text Vendor	<ul style="list-style-type: none"> • Work with business analysts, application analysts and developers to refine requirements into functional specifications • Define integration requirements • Create functional specifications document • Create entity data models • Customize of the application forms • Customize of the application views • Design and customize workflows and dialogs

Role	Accountabilities
	<ul style="list-style-type: none"> • Create business reports and email templates • Perform system integration testing • Work with testers (functional and UAT) to help develop the test plan and test cases • Create interface customizations • Coordinate with testers to correct bugs arising from system and integration tests • Gather, document and analyze the client needs associated with data requirements (i.e. integration, conversion), and Open Text system features (i.e. backend processes) • Design, with the help of Open Text developers, the technical solutions for data requirements and system features • Support the JSG developers during the implementation of the Open Text data requirements and system features • Perform pre-UAT tests of the data requirements and system features • Liaise the clients and the developers during UAT testing • Create and maintain technical documentation such as deployment and operations guides • Provide regular updates on task status to the technical project manager
JSG Developer	<ul style="list-style-type: none"> • Work with business analysts and application analysts to establish technical requirements • Coordinate with testers to correct bugs arising from system and integration tests • Assist in resolving system integration issues • Provide regular updates on task status to the technical project manager
Application Analyst	<ul style="list-style-type: none"> • Further refine business requirements into technical requirements • Execute the system and integration tests • Assist the Technical Lead in developing the testing strategy • Track, report and resolve identified issues; and communicate required changes to technical team • Assist in providing guidance to the UAT testers • maintain documentation such as a master script list and an issues log • Provide regular updates on task status to the technical lead
JSG UAT Testers	<ul style="list-style-type: none"> • Assist in creating the user acceptance test (UAT) plan and test cases • Execute the UAT tests • Approve production readiness

Role	Accountabilities
Project Team	<ul style="list-style-type: none"> • The project team will develop a consolidated work plan that will guide the team in performing their activities. This work plan will be maintained throughout the project as the detailed scope becomes more clear and as new information becomes available • Establish, promote and communicate the goal and outcomes of the project. • Provide direction on project and high level adjudication of issues escalated from project working group • Identify the scope and conduct quality assurance reviews for the project. • Approve project deliverables developed under the project • Provide input into project change requests (scope, schedule, and budget). • Assist in shaping organizational change management, including communication and dissemination strategies • Ensure all administrative processes are performed such as scheduling meetings, providing minute for meetings, tracking action and decision items, etc. • Ensure accountability for managing the scope of the project • Provide risk mitigation and issue resolution strategies

4.2 PROJECT APPROACH

4.2.1 PROJECT MANAGEMENT APPROACH

CCM 2015/18 will be delivered utilizing standard project management processes used in other departments within the Ministry. This standardized approach is meant to minimize downtime if key personnel become unavailable as the project progresses because the standardized processes have already been defined and documented in the Project Management Centre of Excellence (<https://jagextranet.gov.ab.ca/ps0/pmc/Pages/Alldocuments.aspx>).

The CCM 2015/18 SharePoint site has been created using the same standard layout as those used within the Ministry. All project artifacts and deliverables will be stored and maintained on that site.

There are a number of customized processes that will be carried forward from previous phases of the CCM project. Included among those are:

- Work packages (maintained on SharePoint)
- Committee structures and members (membership information is retained in previous SharePoint repositories)
- Vacation planners and out of office management systems

To support multiple enhancement projects, a program approach will continue to be utilized. A separate program plan will be documented and issued to PIC for approval which will include industry standard plans for the following:

- Project Integration Management;
- Scope Management;
- Time Management;
- Cost Management;
- Quality Management;
- Human Resources Management;
- Communications Management
- Risk Management; and
- Stakeholder Management.

Decision Management Process: The project will continue to use decision-making processes developed during CCM Phase 4.

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.

4.3 PROCUREMENT APPROACH

Procurements will be completed using Ministry standard procurement methods including creation of documentation for the contract review committee (CRC), working with procurement in the development of procurement documentation and working with legal to resolve any issues or shortcomings from a legal perspective. Stakeholders such as information technology or the various subcommittees will be consulted regarding procurements that may affect their areas.

4.4 ORGANIZATIONAL CHANGE MANAGEMENT APPROACH

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.

4.5 SUMMARY OF KEY DELIVERABLES AND MILESTONES

Key Deliverables and Milestones	Completion dates*
Develop Program Charter	November 2015
Criminal e-file	
Confirmation of Open Text License Requirements	November 2015
Procurement and/or reassignment of Licenses	December 2015
Procurement and Orientation of Vendor (Sierra)	December 2015
Procurement and Orientation of Technical Lead	January 2016
Edmonton ACPS	
Complete all Enhancement Releases	January 2016
Migrate remaining Documents out of AJDA	March 2016
Edmonton PPSC	
Confirm Target State (Business Processes)	December 2015
Define Requirements	January 2016
Design Connectivity Solution from PPSC to JSG	February 2016
Complete and Configure Detailed Design	March 2016
Get Approval on Solution Design from Service Canada	TBD ***See Risk 8
Plan Implementation	TBD ***See Risk 8
Complete System Testing	TBD
Complete User Acceptance Testing	TBD
Training	TBD
Business Readiness Complete	TBD
Implementation	TBD
Calgary ACPS and PPSC	
Confirm Target State (Business Processes)	January 2016
Scoping and Discovery discussions with CPS	February 2016
Confirmation of technical solution for CPS	March 2016
Develop Migration Strategy for ACPS files	March 2016
Configure Technical Solution for CPS	April 2016
Plan Implementation	May 2016
Complete System Testing	TBD

Key Deliverables and Milestones	Completion dates*
Complete User Acceptance Testing	TBD
Defence and Crown Registration Processes Defined	TBD
Training	TBD
Business Readiness Complete	TBD
Implementation	TBD
Criminal eInformation	
E-signature regulations proclaimed	March 2016
Procurement of Second Factor Authentication Software	March 2016
Confirm Business Requirements	June 2016
Technical Design for eInformation Complete	TBD
Plan Implementation	TBD
Complete System Testing	TBD
Complete User Acceptance Testing	TBD
Training	TBD
Business Readiness Complete	TBD
Implementation	TBD
Crown Dates to Defence – Edmonton	
Implementation of Crown Office Calendar in Calgary	November 2015
Staff Trained and Transitioned to the new Crown Calendars	November 2015
Confirm Business Readiness	November 2015
Implement CASS Enhancements for Crown Dates to Defence	December 2015
Implement in Edmonton	January 2016
Develop Defence Perspective RCS User Guide	March 2016
Gather Requirements for Adjournments on RCS	January 2016
Provincial Expansion	
Develop Evaluation Matrix	November 2015
Complete and Approve Evaluation matrix	February 2016
Develop Prioritized List of Future CMO Implementations	March 2016
Plan Implementation Based on Prioritized List	May 2016
Provincial Court Scheduling	
Current state process definition	March 2016
Completion of High Level Requirements	March 2016
QB Scheduling Demo	March 2016

*For deliverable/ milestone completion dates please see the status report

4.6 BUDGET SUMMARY

The CCM 2015/16 budget is approximately 1.2 million. Tim Owens is the Expenditure Officer for the project on a day to day basis. Gareth Clarke is the Expenditure Officer for IMT related expenditures. The budget for 2016/18 has yet to be determined.

5 Project Authorization

The project charter formally authorizes the existence of the CCM2015/18 project and provides the project manager with the authority to apply organizational resources to project activities.

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

Role	Name	Signature	Date
PIC Chair	Chief Judge T. Matchett		Approved at the PIC meeting on November 25, 2015
PIC Members	Assistant Chief Judge J. Ogle		
	Gerald Lamoureux		
	Lynn Varty		
	Eric Tolppanen		
	Margaret Keelaghan		
	Wes Smart Q.C.		
	Suzanne Polkosnik Q.C.		

In addition, the following project team members agree to implement the project based on the scope of work, resources and costs base lined in this project charter.

Role	Name	Signature	Date
Project Lead	Tim Owens		
Project Manager	Sandra Bachand		

6 Appendix A –Resource Plan

Court Case Management Evolution Program Named Resources

Project Team	
Chair	Tim Owens (Project Lead)
Note Taker	Sheila Geddes
Meeting Frequency	Weekly Tuesdays from 9:30 am to 10:30 am in Sun Life Place
Members	Tim Owens, Bob Negi, Brankica Micevic, Jackie Starcevic, Jean Mah, Sandra Bachand, Sherri Stasiuk, Sheila Geddes, Starr Rosin, Kim Pariseau,
PIC	
Chair	CJ T. Matchett
Note Taker:	Jackie Starcevic or Brankica Micevic
Meeting Frequency	Monthly Wednesdays
Members	CJ Matchett, J Ogle, Lynn Varty, Gerald Lamoureux, Margaret Keelaghan, Eric Tolppanen, Wes Smart Q.C., Suzanne Polkosnik Q.C., Scott Sehested
CCM Steering Committee	
Chair	Assistant Chief Judge J. Ogle
Note Taker:	Kimberly Pariseau
Meeting Frequency	Bi-Weekly Wednesdays
Members	ACJ Ogle, Tim Owens, Ayaaz Janmohamed, Peter Teasdale Q.C, Sharon Lepetich, Shelley Tkatch, Margaret Keelaghan , Danny Lynn
Resolution and Court Administration Services (RCAS) subcommittee	
Chair	Ursula Owre
Note Taker	Sheila Geddes
Meeting Frequency	Bi-weekly
Members	Basem Hage, Brenda Haynes, Kerri McPhee, Karli Lucas, Corinne Robitaille, Yasmin Dhalla, Pat Kwasnycia, Sandra Bachand, Sandra Mitchell, Jim Senetza, Kimberly Frebrowski, Sheila Geddes, Lynne Blair-Kaye, Rhonda McAndrews, Sherry Trafiak, Tim Owens
Prosecution Services subcommittee	
Chair	Eric Tolppanen
Note Taker	Jackie Starcevic
Meeting Frequency	Bi-weekly Mondays from 3:00 to 4:30pm in Bowker 313 and Centrium 544
Members	Trent Wilson, Camelia Wong, , Tim Owens, Jean Mah, Brankica Micevic, Linda Thronson, Bina Border, James Sawa, Sandra Bachand, Karen Goodman, Wes Smart, , Dana Lalonde, Kim Goddard, Sheila Geddes, Sharon Todd, Shelley Tkatch, Jackie Starcevic, Peter Teasdale, William Wister, Vaughan Hartigan, Steven Hinkley, Sheri Aikens, Brenda Maire, Bryan Larocque, Carla Block, Cheryl Armstrong, Elliot Baker, Eric Tolppanen, Gwen Ball, Jayme Williams, Ramona Robins
CCM Working Group – Criminal e-File	
Members	Dawn MacDonald, Danny Lynn, Jayme Williams, Brenda Haynes, Brankica Micevic, Danielle Coulombe, Alex Millman, Ian Savage, Andrew Stewart
CCM Working Group – Crown Dates to Defence	
Members	Shaina Leonard, Danny Lynn. Kim Goddard, Margaret Keelaghan, Brenda Haynes, Brenda Copeland, Jackie Starcevic

CCM Working Group – Provincial Expansion	
Members	ACJ O’Gorman, Deb Alford, Peter Teasdale, Danny Lynn, Margaret Keelaghan, Lynne Blair-Kaye, Kim Pariseau
CCM Working Group – Provincial Court Scheduling	
Members	Ron Hewitt, Sharon Lepetich, Lorraine Knoll, Pat Kwasnycia, Yasmin Dhalla, Sherri Stasiuk

7 Appendix B – Project Team Members

Resource Name	Role
Tim Owens	Project Lead
Sandra Bachand	Project Manager
Jackie Starcevic	Business Analyst
Brankica Micevic	Business Analyst
Sherri Stasiuk	Business Analyst
Starr Rosin	Business Analyst
Kimberly D Pariseau	Business Analyst
Bob Negi	Financial/Procurement Analyst
Sheila Geddes	Change Management Lead