ACTIVITY REPORTING AND PROPOSAL FORM

JUDICIAL COUNCIL DIRECTIVES
AOC RESTRUCTURING

DATE	10/5/2012
PREPARED BY	Dr. Diane Cowdrey
OFFICE NAME	Office of Education/CJER
JUDICIAL COUNCIL DIRECTIVE NUMBER	82
JUDICIAL COUNCIL DIRECTIVE	E&P recommends that the Judicial Council support SEC Recommendation 7-20(c) with no further action, as the positions and activities related to the Court Case Management System in the Education Division have been eliminated, through the AOC's initiatives to reduce costs and downsize its workforce and operations.
SEC RECOMMENDATION	The Education Division's current staffing level is one of the highest in the AOC and should be reduced. To achieve the reduction, the following areas should be reviewed and considered, and appropriate actions taken: The Court Case Management System training unit and any other positions engaged in CCMS-related activities should be eliminated in light of the Judicial Council's decision to cancel the full deployment of the CCMS system.

RESPONSE (check applicable boxes)

☑ This directive has been completed and implemented:

In March, 2011, the PMO asked CJER to assist in the CCMS deployment training efforts for three early adopter courts. Attached is the memo which outlines CJER's anticipated role in this effort. CJER did not acquire additional funding or personnel to assist in these initial efforts which lasted approximately one year. It was originally thought that CJER would obtain additional staff to absorb the increased work due to the CCMS project but that never materialized. The division reallocated personnel to accommodate the project needs. The CJER CCMS team consisted of a Program Manager (50%) a Senior Education Specialist (25%), and two Education Specialists (25% each), later reduced to one education specialist, and administrative support staff (25%). These were existing positions within the division. They continued to perform other assigned duties while working on the CCMS project and some of their current work was reassigned while other work was temporarily suspended. Other positions within the division were utilized on an ad hoc basis to assist with the project as needed. Those efforts were halted after the March 27 Judicial Council decision to suspend deployment of CCMS and the CJER staff were reassigned back to their original departments and resumed their full workload assignments. Also attached is CJER's final report regarding its involvement with the CCMS training project.

PDF Overholt_Moore_CCMS
Training
Plan_4.15.2011.pdf
Adobe Acrobat Document
209 KB

PDF CCMS Deployment Final
Report_7 26
2012_combined.pdf
Adobe Acrobat Document
112 KB

☐ This directive is forwarded to the Judicial Council with options for consideration:

📎 File Attachment

☐ Other:

📎 File Attachment

TIMELINE AND RESOURCES FOR IMPLEMENTATION	
IMPLEMENTATION DATE OR PROJECTED IMPLEMENTATION DATE	Already implemented
RESOURCES REQUIRED FOR IMPLEMENTATION	

ADDITIONAL IMPLEMENTATION INFORMATION (complete only applicable sections)	
☐ **PROCEDURES/ POLICIES UPDATED OR DEVELOPED**	📎 File Attachment
☐ **TRAINING UPDATED OR DEVELOPED**	📎 File Attachment
☐ **SAVINGS**	

	▯ File Attachment
☐ **COST**	
	▯ File Attachment
☐ **EFFICIENCIES**	
	▯ File Attachment
☑ **SERVICE LEVEL IMPACT**	During CJER's involvement with the CCMS deployment training effort, several administrative education projects, such as completing online courses for court staff, were suspended or delayed.
	▯ File Attachment
☐ **OTHER**	
	▯ File Attachment

ADMINISTRATIVE DIRECTOR OF THE COURTS (ADOC) REVIEW AND APPROVAL

ADOC REVIEW	Administrative Director of the Courts Review Date: 10/5/2012

EXECUTIVE AND PLANNING (E&P) COMMITTEE REVIEW

E&P REVIEW	Executive and Planning Review Date: 10/19/2012

Judicial Council of California
ADMINISTRATIVE OFFICE OF THE COURTS

455 Golden Gate Avenue • San Francisco, California 94102-3688
Telephone 415-865-4200 • Fax 415-865-4205 • TDD 415-865-4272

MEMORANDUM

Date
April 15, 2011

To
Ronald G. Overholt, Chief Deputy Director
Mark A. Moore, Director, CCMS-PMO
Administrative Office of the Courts

From
Diane E. Cowdrey, Director
Education Division/CJER

Action Requested
Please Review

Deadline
N/A

Contact
Diane Cowdrey
415-865-7795 phone
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diane.cowdrey@jud.ca.gov

Subject
Education Division's Role in CCMS Training

The Project Management Office (PMO) has requested the Education Division/CJER to consider whether it could take a lead role in providing and/or coordinating CCMS training. This shift in responsibility from an outside vendor to a division within the AOC means that adequate resourcing and knowledge transfer must occur. During the past two months, the Education Division/CJER has developed an initial CCMS Deployment Training Plan (see attached) to identify an appropriate role in providing training and education to the courts on CCMS. Because this is our initial iteration of these components, it is fully expected that many of these terms and expectations will be modified as we move forward with CCMS deployment and training.

The purpose of this memo is to (a) outline the Education Division's role in providing training for review by the PMO, the Executive Office, and other stakeholders as necessary; (b) identify the resources needed in order to complete the activities listed in the draft CCMS Deployment Training Plan, and (c) to gain approval and authority to secure the necessary resources, or, if not possible, to modify the draft Deployment Training Plan.

As the project continues to evolve, the role and activities of the Education Division will be modified as necessary to ensure that the training needs are met at every stage of deployment and into steady state, and that the training efforts align with overall deployment schedules for the early adopter courts.

Education Division Activities and Tasks in CCMS Deployment Training

The following outlines the broad services and tasks that the Education Division can accomplish and which will contribute to the success of the early adopter CCMS deployment. A more detailed list of each of the Phases, and all activities contemplated within each phase is attached. As we engage with the overall deployment effort, some or many of these tasks may already be completed or for other reasons may not need to be completed by us, so this plan will be modified as needed. The focus is on work with early adopter courts, and can be expanded as new courts are added to the deployment schedule.

A. Needs Assessment
   a. The purpose of this activity is for the Education Division to:
      i. Be able to credibly and accurately develop useful training plans
      ii. Successfully implement training
      iii. Increase efficiency and effectiveness of future training activities
      iv. Become familiar with project background, what exists, and how it can be of value to the training development
      v. Provide feedback to Deloitte on proposed training documentation and methodology
      vi. Align training efforts with Inter Branch Agreements (IBA)
      vii. Determine where Deloitte efforts start and end
      viii. Learn what has been done in the courts to date and avoid duplication
      ix. Learn culture and needs of each of the early adopter courts, asses their readiness for change and business process re-engineering
      x. Determine what worked with V3 training and what should be changed in V4
      xi. Identify scope of training needed by courts and Justice Partners from e-filing to Document Management System (DMS) to conversion to pre-deployment to post-deployment
      xii. Develop appropriate training methodology and plans for each court
   b. The tasks we need to complete, include, but are not limited to:
      i. Obtain hands on experience with the product
      ii. Review existing documentation

      iii. Meet with court CCMS Project Managers, courts, and subject matter experts (SMEs)
      iv. Develop strategy documents
      v. Work with consultant to assess court readiness and needs related to change management and business re-engineering

B. Curriculum Development

  a. The purpose of this activity is for the Education Division to:
      i. Design a training plan that coincides with the overall deployment schedule, documentation, and court needs
      ii. Ensure consistency of training during and after deployment
      iii. Institutionalize training process and training materials
      iv. Develop and implement successful training materials during and after deployment
      v. Ensure training materials align with actual system functions
      vi. Develop relevant content and training outside system functionality (e.g. web-based training, change management, business flow)
  b. The tasks we need to complete, include, but are not limited to:
      i. Design a master training plan
      ii. Develop training documentation standards
      iii. Develop training materials
      iv. Work with court Super Users
      v. Implement faculty development sessions for court "super users"

C. Delivery: Deployment and Steady State

  a. The purpose of this activity is for the Education Division to:
      i. Ensure training and timing needs of courts are met
      ii. Develop protocols and materials that can be sustained, remain relevant, and useful to the courts during additional deployments and into steady state
      iii. Align training delivery with overall project plan and timelines
      iv. Develop and deliver online training, job aids and other resources
  b. The tasks we need to complete include, but are not limited to:
      i. Assist courts with training delivery logistics
      ii. Deliver Train-the-Trainer training
      iii. Deliver Core Court training to required users
      iv. Evaluate Early Adopter Court Training
      v. Create training for post-deployment/steady state, including online products

Resources Needed to Accomplish These Activities

Relationship with the PMO and the CCMS Teams

The most critical aspect of this effort is to establish productive and effective working relationships with all who are involved with the project, including the PMO, other AOC divisions (e.g., Office of Communications), the CCMS teams and the courts. The Education Division will need to be at the table (in the person of the CCMS training project manager) to be fully informed regarding the deployment schedule and plans for CCMS, as well as to keep the PMO current on the training and education plans to assure a smooth deployment process.

We have begun meeting with Renea Hatcher, Senior Manager for CCMS Deployment, and the other CCMS teams to not only understand the overall project, goals, timelines, and outcomes, but to establish the necessary relationship with our colleagues within the AOC. It is imperative that all involved with CCMS work closely and stand united when working with the courts. Deployment of the CCMS provides an opportunity for the AOC to collaborate as a single entity to effectuate a successful deployment.

Funding

In order for the Education Division to perform the required roles and responsibilities as outlined in this memo, it is essential that appropriate funding be allocated for CCMS training for not only the initial deployment, but also into steady state. Funding would include but not limited to:

- Travel expenses for the CCMS training team:
  - To and from the SRO to meet with the CCMS development team and learn the system,
  - To and from the early adopter and/or other CCMS courts
- Staff, as identified below, for the length of the deployment and possibly into the maintenance phase. It is not necessary to have full time staff for all listed positions (e.g., graphic designer, instructional designer) but rather short and mid-term temporary employees, some current Education Division staff as well as using:
- Materials, both hardcopy and online
- Travel expenses for the court trainers
- Adequate computers for training, potentially including a mobile computer training unit and requisite AV equipment
- Software to develop online training programs and materials

Staffing

The following is the profile of our CCMS project team, consisting of AOC, contract, and court staff. The makeup of this team may change overtime depending on the outcome of the assessments and reviews that are pending, and any changes in the deployment schedule.

AOC Staff

- Project Manager—This position, which would be a Manager level classification, would be responsible for the overall effort and would be the Education Division's primary contact to all other relevant stakeholders (e.g., PMO, adopter courts). I have asked Lisa Galdos to serve in this capacity, currently in a .5 FTE position.
- Education Specialists—Responsible for developing the curriculum for CCMS training, working with appropriate SMEs both from the courts and from the software developer. For example, they would help shape the structure and organization of the content so that it could be easily translated into effective courses and other educational products.
- Online Instructional Designer and Editor/Graphic Designer(s)—Responsible for creating the overall design, look, and feel of the educational materials for CCMS; both hardcopy and online. It is crucial that there be a consistent, intuitive overarching design for all materials which users will be accessing, whether they are in class, reaching for a job aid, or going to the Web.
  - Note: Although the Education Division currently has many well regarded online educational resources, including courses and other reference materials, this project calls for a different and more contemporary online presence, as well as one which can be more rapidly developed and closer to what private, commercial entities currently provide. A more robust and current presence will ensure stability and user acceptance during the initial deployment and into steady state.
- Administrative Coordinator(s)—Responsible for all logistical and administrative aspects of the training aspect of the project and may be physically located in all regional offices, if needed.
- Administrative Secretary—Responsible for training document management and other training administrative tasks not normally handled by an Administrative coordinator (e.g. scheduling of meetings and conference calls).
- Change Management/Business Re-engineering Consultant—A critical aspect of the overall deployment and installation of CCMS is the paradigm shift this will create throughout the branch. Training the courts regarding the impact of CCMS on business process, workflow, and interaction with justice system partners, and overall working culture is critical and complex. This type of education is more fully developed in the private sector and we should tap into that expertise in lieu of attempting to develop it within the branch, and assume this would be temporary, contract staff who would serve in

a consulting role to develop training plans for each court as well as to deliver training and coaching on change management.

Court Staff
- <u>Local and Regional Trainers</u>—A yet-to-be-specified number of court trainers who will be deployed to courts and regions to conduct CCMS training. These individuals will be experienced court staff who are CCMS power-users and who have been trained in the CCMS education curriculum.

Concerns and Suggestions to Potentially Ameliorate

As with any new project, there are legitimate concerns. Below we have identified some possible concerns for the Education Division taking on this new role, as well as some potential solutions to ensure the success of this project.

Concerns
- Unfamiliarity with the CCM project or schedule
  - Solution: Work closely with AOC and CCMS teams to learn the system and get up to speed on overall project goals, timelines, and obstacles.
- Not able to meet training needs as required
  - Solutions:
    - Work closely with early adopter courts and other CCMS teams, and have the appropriate authority to be effective
    - Ensure training environment and functional needs are met
    - Ensure all training needs are met either through train-the-trainer, hands on training of court users and/or develop court "power users.
    - Carefully and thoroughly review all existing documentation including lessons learned from courts who have deployed V2 and/or V3
    - Establish court processes to manage training while maintaining current level of court operations
- Lack of available funding
  - Solutions:
    - Work with CCMS-PMO to obtain adequate funding
    - To a limited extent, utilize current Education Division staff
    - Minimize and effectively use funding resources
    - Create steady state materials in conjunction with initial deployment to maximize resources
    - Develop on-line tools and training materials that can be used by multiple users
- Possible Court Perception of the Education Division utilizing resources ineffectively

- – Solutions:
    - Work and collaborate early and closely with all AOC divisions and CCMS teams who have a role in the deployment efforts
    - Work and collaborate early and closely with all courts and remain flexible to their needs
    - Work closely with Office of Communications to ensure unified message

In summary, I am pleased to have the opportunity to work with the PMO on CCMS deployment training and taking on this new challenge. I would respectfully request approval of this draft CCMS Deployment Training Plan, your review and input on the Plan, and your approval to provide funding for the staffing and other resources to enable us to successfully complete this work.

Enclosure

DRAFT CCMS Deployment Training Plan
(Focus on San Luis Obispo and Ventura)

Phase I: Needs Assessment and Planning

OBJECTIVE 1: ASSESS CCMS SYSTEM

Activities	Resources Needed
• Learn the system – Hands on experience with system. Use draft training materials to learn system and evaluate quality of training materials.	Education Division Staff: Project Manager Education Specialist Instructional Designer Access to: CCMS Team Product Team Members Others familiar with product Travel funds required.

OBJECTIVE 2: ASSESS EXISTING DOCUMENTATION

Activities	Resources Needed
• Assess existing documentation resources with emphasis on training materials – Review the V2 and V3 documentation, work flows, Deloitte materials for CCMS, system administration manuals, any court internal team training/on-boarding materials, as well as other documentation sources (e.g., JAD materials, configuration documents). • Provide educational expertise in reviewing pending V4 final training materials	Education Division Staff: Project Manager Education Specialist Access to: CCMS Team Product Team Members Others familiar with product Travel funds required

OBJECTIVE 3: ASSESS TRAINING NEEDS ACROSS COURTS

Activities	Resources Needed
• Meet with CCMS Project Managers • Meet with Regional Administrative Directors • Meet with early adopter courts and V3 courts • Identify any pre-deployment training needs • Analyze prior training models for V2 and V3 • Identify court super users • Identify legacy system and conversion plans, and the impact on learning needs • Discuss the need for Justice Partner training • Validate assessment of available and preferred learning methods (i.e., instructor-led versus e-Learning) • Assess required training methods (e.g., live local training for court specific processes, statewide methods for general processes) • Determine availability of web based resources for courts and specific users	Education Division Staff: Project Manager Education Specialist Instructional Designer Access to: CCMS/AOC Team RADs Court Project Managers Court teams, including point of contact, super users, daily users, system admin users Travel funds required

OBJECTIVE 4: DESIGN THE MASTER TRAINING PLAN

Activities	Resources Needed

• Outline the overall training program solution:
  – Define roles and responsibilities (court's responsibility, AOC's responsibility, etc.?)
  – Identify key assumptions to be verified (e.g., realistic timeframe for live classes)
  – Develop timelines which incorporate both the training and the implementation schedule
  – Outline the transition plan for the end of project (e.g. transition to locally-supported education) and performance support, equipment needs, etc.
  – Determine training environment readiness
  – Incorporate Justice Partner system, conversion, e-filing and DMS training components as required
	Education Division Staff:
	Project Manager
	Education Specialist
	Instructional Designer
	Change Management Consultant
	
	Access to: CCMS/AOC Team
	Court Project Managers
	
	Court teams, including
	point of contact, super users, daily users, system admin users

Phase II: Curriculum Development

OBJECTIVE 1: DEVELOP TRAINING DOCUMENTATION STANDARDS AND DELIVERY ANALYSIS

Activities	Resources Needed
• Leverage authoring tool to enforce standardized content creation • Manage version control among multiple authors • Leverage authoring tool for component-based materials creation • Document changes to original training material prepared by Deloitte	Education Division Staff: Project Manager Education Specialist Administrative Secretary Access to Court SMEs

OBJECTIVE 2: DEVELOP TRAINING MATERIALS

Activities	Resources Needed
• Create training materials (e.g., overview presentations, instructor guides, student workbooks, simulations) from training content not provided by Deloitte • Create additional performance support materials (e.g., quick Reference Guides, Job Aids) • Create course evaluations • Create just-in-time resources and job aids • Employ eLearning delivery methods as appropriate and design products • Leverage SME's from the local Court Deployment Team during material development • Conduct internal review for instructional design principles and enforcement of design/format/grammar standards • Identify system change protocols • Based on needs of each court, develop training materials on change management	Education Division Staff: Project Manager Education Specialists Instructional Designer Administrative Secretary Printing/Copying Media Production (post items on web) Specialists Requires significant time on part of Education Division Travel funds required Instructional design software

Phase III: Delivery: Deployment and Post-Deployment

OBJECTIVE 1: MANAGE TRAINING DELIVERY

Activities	Resources Needed
• Create training schedule • Update schedule • Manage enrollments • Manage facilities • Schedule make-up training • Develop and coordinate equipment as needed	Education Division Staff: Project Manager Administrative Coordinator Access to: CCMS/AOC Team Court Project Managers Court teams, including point of contact, super users, daily users, system admin users

OBJECTIVE 2: DELIVER CORE COURT TRAINING (END-USERS AND COURT HELP DESK)

Activities	Resources Needed
• Core training (To include system navigation/system overview, introduction to role-specific learning paths, and functionality-based modules) • Based on court needs, deliver DMS, e-filing, conversion or Justice Partner training as determined. • Conduct evaluations at the close of each class to review trainer and materials effectiveness	Education Division Staff: Project Manager Education Specialist Access to: CCMS/AOC Team Court Project Managers Court teams, including point of contact, super users, daily users, system admin users Requires significant time on part of Education Division and Court Trainers Travel funds required

OBJECTIVE 3: CREATE TRAINING FOR POST-DEPLOYMENT ACTIVITIES

Activities	Resources Needed

• Revise training materials, methodology, and timing as noted in evaluations
• Institute regular review of training materials, methodology, and timing
• Develop post deployment training delivery protocol
  – New releases
  – New staff
  – On-demand training on line
	Education Division Staff:
	Project Manager
	Education Specialist
	Media Production Specialist

MEMORANDUM

Date	**Action Requested**
July 20, 2012	Please Review
To	**Deadline**
Curt Soderlund, Interim Chief Deputy Director	N/A
Mark Dusman, Director, Information Services Division	**Contact**
	Diane Cowdrey
	415-865-7795 phone
From	415-865-4335 fax
Diane E. Cowdrey, Director Education Division/CJER	diane.cowdrey@jud.ca.gov

Subject
Final Report on CCMS Deployment

Background

In March 2011, the Project Management Office (PMO) asked the Education Division/CJER to assist in the CCMS deployment training efforts for the early adopter courts: San Luis Obispo, Ventura and San Diego. This request was based on the preference to have CCMS training managed internally by the AOC. Dr. Diane Cowdrey sent the attached memo to Ron Overholt and Mark Moore on April 15, 2011 outlining the Education Division/CJER role and responsibilities which included the following three Phases and objectives:

1. Needs Assessment and Planning
    * Objective 1: Assess CCMS System
    * Objective 2: Assess Existing Documentation
    * Objective 3: Assess Training Needs Across Courts
    * Objective 4: Design the Master Training Plan

2. Curriculum Development
    - Objective 1: Develop Training Documentation Standards and Delivery Analysis
    - Objective 2: Develop Training Materials

3. Delivery: Deployment and Post-Deployment
    - Objective 1: Manage Training Delivery
    - Objective 2: Deliver Core Court Training
    - Objective 3: Create Training for Post-Deployment Activities

The Education Division/CJER did not acquire additional funding or personnel to assist in these initial efforts which lasted approximately one year. The division reallocated personnel to accommodate the project needs. It was envisioned that funding would be provided to the Education Division/CJER to hire additional personnel and purchase the tools necessary to develop and deliver the highest quality of training. However, due to severe budget reductions, CCMS funding was redirected to trial court operations for FY11–12 and no funding was transferred to the Education Division/CJER.

The AOC Internal CCMS team met on or about March 28, 2011 to 'kick off' the early adopter court deployment efforts. Although work had been done previously, the March 2011 meeting was deemed the official 'kick off' where the Education Division/CJER was first introduced to the different internal partners (Data Integration, Communication, CCTC, etc.) and the early adopter court program managers.

Resources

Personnel
The Education Division/CJER's CCMS team consisted of a Program Manager (50%) a Senior Education Specialist (25%), and two Education Specialists (25% each), and administrative support staff (25%). These were existing positions within the division. CET continued to perform other assigned duties while working on the CCMS project. Their current work was not reassigned. Other positions within the division were utilized on an ad hoc basis to assist with the project as needed.

Funding
The division did not hire new positions for this project nor did it receive any funding to augment the existing salaries and benefits. The funding of these positions for this project was absorbed by the division.

The Education Division CCMS Team incurred minimal travel expenses during the year. They made a site visit to San Luis Obispo as part of Phase I in late June 2011 at a cost of approximately $875.00, and also traveled to the Southern Regional Office the first week in February 2012 to learn the system to begin Phase II as deployment for the early adopter courts was still a possibility. The expenses for that trip were approximately $1900. These travel costs were borne by the CCMS PMO.

No other funding was provided to the Education Division for the CCMs project.

Deliverables

April 2011-March 2012 (Phase I: Objective 2)
The Education Division CCMS Team began Phase I with a review of the readiness documents prepared by Deloitte in partnership with the Court. Staff gained an understanding of the training challenges identified by the courts. Additionally, the team reviewed documentation on V2 and V3 to understand the system and configuration as well as general CCMS documentation prepared by the PMO. The goal was to learn how CCMS was governed, the history, and overall goals and objectives of the project.

CET developed several budget estimates for the phases set forth above as the project scope changed and evolved during the year.

June 2011–March 2012 (Phase 1: Objective 2)
In addition to the above-stated tasks, the Education Division CCMS Team also assisted the PMO in reviewing the V4 training materials prepared by Deloitte. Each team member reviewed Instructor Guides (IG), Quick Reference Guides (QRG), and Online Help Documentation as outlined below.

Instructor Guides (IG)		Quick Reference Guides (QRG)	
Accounting	19	Accounting	20
Appeals	1	Appeals	4
Case Initiation	9	Case Initiation	11
Case Management	36	Case Management	30
Courtroom	16	Courtroom	13
Cross Track	9	Cross Track	10
Disposition	10	Disposition	8
E-Filing	28	E-Filing	24
Family Unit	2	Family Unit	2

Interpreter Mgmt	4	Interpreter Mgmt	1
Judicial Officers	20	Judicial Officers	20
Person Entity	10	Person Entity	1
SWRDW	1	SWRDW	1
System Overview	2	System Overview	3
Work Queues	3	Work Queues	2
ADR	1		
Portals			
Courthouse	4		
Justice Partners	6		
Registered	6		
Reports	1		
TOTALS	188	**TOTALS**	150

Each Instructor Guide ranged from 10–100 pages. Each Quick Reference Guide typically was one page. The online help documentation closely mirrored the Instructor Guide for each category. The goal of these reviews was to determine:

- If screen shots matched the text
- Text was clear
- Steps were logical
- Overall process flowed
- Format and language were consistent

Each team member averaged 3–4 hours per each category review. After these materials were reviewed, the administrative support staff compiled the final edits into a clean and updated version. By March 27, 2012, approximately 10–15% of the above-referenced totals were reviewed by the team with 5% going through final editing.

June 2011 (Phase I: Objective 3)

Education Division CCMS Team was to visit each early adopter court to meet the stakeholders and tour the training facilities. The only site visited conducted was to San Luis Obispo on June 28, 2011. Subsequent visits were postponed due to the shift in project direction in July/August 2011.

October 2011–February 2012 (Phase I: Objective 1 with initial work on Phase II: Objective 2)

The Education Division CCMS Team gained access to the system through the production acceptance testing (PAT) environment which was shared with all CCMS product teams due to a

reduction in funding. The team began a comparison of the online product with the training materials developed by Deloitte.

February 2012 (Phase I: Objective 1 with initial work on Phase II: Objective 2)

In this phase, staff traveled to SRO for a week to learn the system including all case types. The team then began a comparison of the IGs with the system functionality. However, this was cut short due to the uncertain direction of CCMS and ultimate termination in March 2012.

The team began updating a previous version of an online CCMS tutorial course. The goal was to complete and roll out in June 2012. Those efforts were halted after the March 27 Judicial Council decision. The team had gained access to the test scripts after the February training to begin Phase II, Curriculum Development. However, these efforts were halted after the March 27 Judicial Council decision.

Summary

From April 2011–March 2012 the Education Division CCMS Team concentrated on Phase I, Objectives 1 and 2 with some initial work on Phase II while performing their daily responsibilities within the Division.

LG/DEC/sl
Attachment

MEMORANDUM

Date

April 15, 2011

To

Ronald G. Overholt, Chief Deputy Director
Mark A. Moore, Director, CCMS–PMO
Administrative Office of the Courts

From

Diane E. Cowdrey, Director
Education Division/CJER

Subject

Education Division's Role in CCMS Training

Action Requested

Please Review

Deadline

N/A

Contact

Diane Cowdrey
415-865-7795 phone
415-865-4335 fax
diane.cowdrey@jud.ca.gov

The Project Management Office (PMO) has requested the Education Division/ CJER consider whether it could take a lead role in providing and/or coordinating CCMS training. This shift in responsibility from an outside vendor to the Division within the AOC means that adequate resourcing and knowledge transfer must occur. During the past two months, the Education Division/CJER has developed an initial plan to identify an appropriate role in providing training and education to the courts on CCMS. Because this is our initial iteration of these components, it is fully expected that many of these terms and expectations will be modified, changed, and added to as we all move forward with CCMS deployment and training.

The purpose of this memo is to (a) outline the draft education plan for review by the PMO and the Executive Office, as well as other stakeholders as necessary; (b) identify the resources needed in order to complete the activities listed in the plan, and (c) to gain approval and authority to secure the necessary resources, or, if not possible, to modify the draft education plan.

Education Division/CJER Abilities

The following material outlines the broad services and tasks that we can accomplish and which will contribute to the success of the early adopter CCMS deployment. A more detailed list of each of the Phases, and all activities contemplated within each phase is attached. As we engage with the overall deployment effort, some or many of these tasks may already be completed or for other reasons may not need to be completed by us, so this plan will be modified as needed. .

Needs Assessment

Assess existing documentation resources. The Education Division/CJER will review the V2 and V3 documentation, Deloitte materials for CCMS, system administration manuals, any court internal team training/on-boarding materials, as well as other documentation sources (e.g., JAD materials, configuration documents).

Assess training needs for each early adopter court. We will work closely with the specific CCMS court project manager for each early adopter court, as well as working with the Regional Administrative Directors and directly with the local courts to ascertain each court's training needs and therefore the most effective training model for that court.

Design the master training plan. This plan, which would align with the CCMS overall deployment plan, would at a minimum include the overall model we propose to execute, which at this point in time would likely consist of a combination of live face to face programs heavily augmented with web-based resource and other training materials. The heart of the training plan would be a train-the-trainer model that would be implemented to assure appropriate faculty coverage at the local level.

Curriculum Development

Develop and institute the design and style of the educational materials. We will need to adopt a standard look and feel for all aspects of the training materials so that all users, regardless of their contact with resource and training materials, will encounter an appropriate level of similarity in design. This will greatly facilitate navigation through these materials, whether they are web-based or hardcopy. That is, it will be intuitive for users of these resources.

Develop training content. It is our understanding that Deloitte will be sending us its documentation and baseline training materials very soon. We have already seen significant samples from its V3 deployment and if the CCMS materials are similar in scope and quality, we may well be receiving virtually all of the baseline content for CCMS from which to begin crafting training materials.

Develop training materials. The content will need to be shaped into the many training material types, including instructor guides, participant workbooks, online simulations quick reference guides, job aids, as well as course evaluations, and eLearning tools as appropriate.

Enforce a comprehensive review process. Throughout the development of training materials, we will work closely with court and CCMS SMEs to assure accuracy, currency, and usefulness. Being aligned with release versions will be critical to keeping the training materials effective in this effort.

Identify appropriate materials to hand-off to the Help Desk for their use. It is essential that the various helpdesk resources, whether they are local or located at the technology center, be trained and provided with appropriate materials.

Delivery Analysis

Update earlier Training Delivery sub-plan. We will of course work with the CCMS deployment team to ensure that our training plan remains current and aligned with the overall CCMS deployment plan.

Conduct on-boarding and train-the-trainer efforts. A lynchpin of our educational efforts will be to recruit and train a pool of super-users. Ideally, these individuals will be experienced court staff who will be responsible for directly training their colleagues and other appropriate court individuals. We would also train appropriate individuals who would be responsible for judicial officers. Training for justice system partners and other audiences not specifically tied to court operations would also need to be developed and delivered but it is not decided at this point if we would provide that resource and service. There will also be AOC staff who, because of their ongoing involvement with the development of CCMS, would be equally familiar with the application and their expertise would be tapped.

Manage training enrollments and schedule. Part of our traditional function is to schedule and run the actual delivery of live trainings and this should not change as CCMS is deployed. However, given that we will also have trained local court trainers, there will likely be local trainings that would occur outside of our efforts.

Create and manage Training Communication component of the Training Logistics Plan for end-users, to include schedules, learning paths, and available support methods. This is a fancy way to say that, for those courts that are able to sustain an independent training program, such as LA or SD, we would work with them and provide them with whatever resources they might need in order to successfully maintain CCMS training locally.

Presentation and Delivery

Deliver Core Court training (End-users and Court Help Desk). Core training will include system navigation/system overview, introduction to role-specific learning paths, and functionality-based modules. Within agreed-upon restrictions, courts that have a document management system (DMS-e-filing) could also receive training which would be delivered as a module within core

training. Refresher training will be delivered to Courts for subsequent releases of CCMS-V4 and DMS.

As mentioned in section C-2, trainings for justice system partners would also need to be developed and delivered but how this training is developed and delivered has not yet been fully determined.

Create ongoing training for new releases. The content and training materials for new releases, both dot releases (e.g., 2.01) and full numeric releases (e.g., 3.0), will be developed and a training schedule would need to be established that met the operational needs of the courts, such as statutory enactments.

Conduct training evaluations and take steps needed to improve training program. As with all of our educational products, we would provide both participants as well as faculty with course and program evaluations. These would be used to measure the effectiveness of both the curriculum and the faculty and we would adapt and revise both of these trainings as appropriate.

Certification of end-user training completion and Court readiness. As part of our registration services, we will be able to track who has completed which module(s) and provide the courts with a staff completion schedule. This will hopefully assist the courts with their go-live plans. It is not clear at this point if certification is necessary or even desirable.

Create and maintain training environments. As part of our live training delivery, we will need to ensure that the training environments are conducive to the trainings and are appropriately equipped.

Education Division/CJER Needs to Accomplish These Activities

Relationship with the PMO and the CCMS teams. The most critical aspect of this effort is having a productive and effective working relationship with all who are involved: the PMO, other AOC divisions (e.g., office of communications), the CCMS teams and the courts. The Education Division will need to be at the table (in the person of the CCMS training project manager) to be fully informed regarding the deployment schedule and plans for CCMS, as well as to keep the PMO current on the training and education plans to assure a smooth deployment process.

We have begun meeting with Renea Hatcher, Senior Manager for CCMS Deployment, and the other CCMS teams to not only understand the overall project, goals, timelines, and outcomes, but also to establish the necessary relationship with our colleagues within the AOC. It is imperative, especially in light of the many challenges outside CCMS that the branch faces, that all involved with CCMS work closely and stand united when working with the courts. Deployment of the CCMS provides an opportunity for the AOC to dispel some of the negativity about the organization and collaborate as a single entity to effectuate a successful deployment in all courts.

Funding

In order for the Education Division to perform the required roles and responsibilities as outlined this memo, it is essential that appropriate funding be allocated for CCMS training and education for not only the deployment, but also into steady state. The funding would include but not limited to:

- Travel expenses for the CCMS training team:
  - To and from the SRO to meet with the CCMS development team and learn the system,
  - To and from the early adopter and/or other CCMS courts.
- Staff, as identified below, for the length of the deployment and possibly into the maintenance phase. It may not be necessary to have FTEs for all listed positions (e.g., graphic designer, instructional designer) but rather short and mid-term temporary employees.
- Materials, both hardcopy and online.
- Travel expenses for the court trainers.

Staffing

The following is the profile of our CCMS project team, consisting of AOC and court staff. The makeup of this team may change overtime depending on the outcome of the assessments and reviews that are pending.

AOC Staff

- Project Manager – This position, which would be a Manager level classification, would be responsible for the overall effort and would be the Education Division's primary contact to all other relevant stakeholders (e.g., PMO, adopter courts).
- Education Specialists – These individuals would be responsible for developing the curriculum for CCMS training, working with appropriate SMEs both from the courts and from the software developer. For example, they would help shape the structure and organization of the content so that it could be easily translated into effective courses and other educational products.
- Editor/Graphic Designer – This individual would be responsible for creating the overall design, look, and feel of the educational materials for CCMS; both hardcopy and online. It is crucial that there be a consistent, intuitive overarching design for all materials which users will be accessing, whether they are in class, reaching for a job aid, or going to the Web.
- Online Instructional Designer – Although the Education Division currently has many well regarded online educational resources, including courses and other reference materials, this project calls for a different and more contemporary online presence, as well as one which can be more rapidly developed and closer to what private, commercial

entities currently provide. A more robust and current presence will ensure stability and user acceptance during the initial deployment and into steady state.
- Administrative Coordinator(s) – These individuals would be responsible for all logistical and administrative aspects of the training aspect of the project and may be physically located in all regional offices, if needed.
- Administrative Secretary – This individual would be responsible for training document management and other training administrative tasks not normally handled by and Administrative coordinator (e.g. scheduling of meetings and conference calls).

Court Staff
- Local and Regional Trainers – A yet-to-be-specified number of court trainers who will be deployed to courts and regions to conduct CCMS training. These individuals will be experienced court staff who are CCMS power-users and who have been trained in the CCMS education curriculum.

Outside education consultant for business reengineering and change management
- An enormous aspect of the overall deployment and installation of CCMS is the paradigm shift this will create throughout the branch. Training the courts regarding the impact of CCMS on business process, workflow, and interaction with justice system partners and overall working culture is critical and complex. An analogous paradigm shift would be if Microsoft decided to abandon Windows as the OS it uses as its internal operating system and install Apple's OS in all its business locations (i.e., not only the programmatic and functional changes but to expect Windows developers to now work on an Apple OS!). One ancillary benefit to having this type of education developed would be that it could be applicable to other uses beyond the deployment of CCMS. We believe that this type of education is more fully developed in the private sector and we should tap into that expertise in lieu of attempting to develop it within the branch.

The CCM training team would operate independently from other AOC education efforts to assure that CCMS training remains it top priority.

Concerns and Suggestions to Potentially Ameliorate

As with any new project, there are legitimate concerns and hazards. Below we have identified some possible concerns as well as some potential solutions to ensure the success of this project. This list is of course not exhaustive, but it is a beginning.

Concerns
- Unfamiliarity with the CCM project or schedule

- o Solution: Work closely with AOC and CCMS teams to learn the system and get up to speed on overall project goals, timelines, and obstacles.
- Not able to meet training needs as required
  - o Solutions:
    - Work early and closely with early adopter courts and other CCMS teams to ensure all training needs are met either through train-the-trainer, hands on training of core users and/or develop court 'power users'.
    - Carefully and thoroughly review all existing documentation including lessons learned from courts who have deployed V2 and/or V3
- Lack of available funding
  - o Solutions:
    - Work with CCMS PMO to obtain adequate funding
    - Minimize and effectively use funding resources
    - Create steady state materials in conjunction with initial deployment to maximize resources
- Perception of not utilizing resources effectively
  - o Solutions:
    - Work and collaborate early and closely with all AOC divisions and CCMS teams who have a role in the deployment efforts
    - Work and collaborate early and closely with all courts and remain flexible to needs
    - Work closely with Office of Communications to ensure unified message