

CPCMS Newsletter

ADMINISTRATIVE OFFICE OF PENNSYLVANIA COURTS



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Moving Forward: System Rollout Begins

Every successful project requires positive momentum to move it forward. If one looks closely, the origin of this momentum can be traced back to a single transitory moment, or what Malcolm Gladwell describes as a "tipping point." For the CPCMS project, it is at this point when widespread user support replaces resistance; successes begin to outnumber setbacks; and positive momentum is achieved and sustained throughout the duration of the project.

Reaching this tipping point and achieving widespread user support is a gradual process that requires considerable effort and planning. Ultimately, widespread user support and system performance are interrelated. As such, the AOPC initiated the project pause to address system performance and implementation issues affecting the original 20 counties using the system. This project pause is now complete. Set to rollout to the remaining 45 counties, CPCMS is approaching the "tipping point" through the continuing collaborative efforts of AOPC staff and county users. This newsletter highlights several of these efforts.

Completion of PCRs (Project Change Requests): A two phased approach was used to address outstanding PCRs: Phase I addressed issues of immediate concern and Phase II addressed more complex application issues. All Phase I PCRs have been completed, and

Phase II PCRs were completed in early December. (A summary of important Phase II changes made to date is included in the *Next Phase* article on the next page.) In addition to this progress, the number of maintenance issues reported to the CPCMS help desk has been reduced from 512 in April, to 116 as of mid-November: a dramatic **77% decrease**.

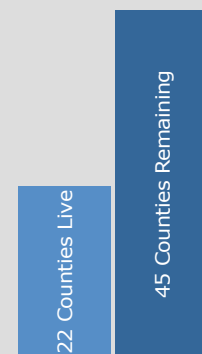
Data Migration: The successful conversion of legacy data is critical to system implementation. A plan to create a customized data migration profile for each county in preparation for system go-live is now in place.

Impact Assessments: As part of the impact assessment process, staff will visit each county to validate information collected during previous site visits and gather additional data pertaining to each county's business practices. AOPC staff will then use this information to develop an implementation action plan for each county.

Training: The new training approach is more customized to meet individual user needs. Users will be trained according to their specific job function using modularized training workbooks. Trainers will conduct a minimum of two weeks of initial training and the same trainers will remain on-site for some time after go-live to guide counties through the implementation process. → [Continued on page 5](#)

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CPCMS Implementation To-Date

Next Phase: Key System Changes and Enhancements Made During the Project Pause



PCRs (Project Change Requests) are the primary tool used to identify system performance issues. Any time a system user or internal staff member uncovers a system problem, a PCR is created. This formal documentation process is a useful way for staff to determine if a problem is recurring, or if users from several counties are experiencing the same problem. Some requests turn out to be minor application issues such as a user requesting a different ordering of values in a drop down box. Every issue, though, is documented, evaluated and, in most cases, quickly resolved.

During the project pause, staff gathered all existing PCRs and grouped them according to their level of importance using two primary criteria: system function affected and impact of the proposed change on counties using the system. Using a two phased approach, AOPC staff set out to resolve these PCRs one-by-one prior to the upcoming system rollout. With Phase I complete and Phase II coming to a close, the following highlights the progress that has been made to date to resolve PCRs and further align the system with individual user needs.

Phase I: Many of the PCRs completed in this phase were discussed in the last newsletter. In general, Phase I covered PCRs of immediate concern, including changes to the system receipting process, restitution, batch editing of offenses and other critical areas. This phase of the project is now complete.

Phase II: All requests grouped as complex application issues were assigned to this phase of the project. As of early January, the majority of these requests have been resolved, including:

- **Payment Plans Functionality:** This functionality has been redesigned to streamline, enhance and simplify the process for creating a new Payment Plan. The initial system rollout revealed that counties track, collect and enforce payment plans differently. Given this, the previous functionality has been changed into a payment plan wizard that allows counties to customize the application according to their specific needs (As shown in the screen shot.)

- **Delinquency Actions:** Significant changes have been made to this functionality. In particular, users can now complete a variety of related tasks all from the same Overdue Payments Summary screen.

- **Hearing Notices:** New rules permit a party to request case notices via fax or email. To accommodate these service options, users can select a party from a drop down list (attorney, defendant, etc.) and, automatically print copies of case notices for those parties that have the "Receive Mail" checkbox selected.

- **Case Profile Screen:** Previously the Case Calendar section of the Case Profile screen displayed only the most recent event that had occurred and the next scheduled event. The enhanced screen now shows a more extensive listing of events.

- **Batch Docket Entry:** Users can now access the Batch Docket Entry Icon through the CPCMS toolbar. This allows users to select cases from any case search screen, click the icon and be taken to the Batch Docket Entry- Add/Edit screen.

- **Legacy Payments:** New screens have been added for users to enter legacy payments (payment information from the county's prior system) into CPCMS. A new legacy audit report also shows users how to process legacy payments according to payment reason.

- **Forms/Report Manual:** This new online manual allows users to determine which form/report is required to retrieve or enter certain information. From this screen, users can view a listing of forms/reports available in the system. → [Continued on page 5](#)

The screen shot below is from the new Wizard tool that walks users through the process of creating a payment plan

Include	Docket Number	Case Caption	Adj Assessment Amt
<input checked="" type="checkbox"/>	CP-03-CR-0000815-2003	Comm. v. Bowler, Christopher	\$812.00
<input type="checkbox"/>	CP-03-CR-0000271-2004	Comm. v. Bowler, Christopher Gerald	\$679.50

Total Adj Assessment Amt: \$812.00 Total Existing Payment Amt: \$0.00 Total Balance: \$812.00

Docket Number	Assessment Date	Assessment Category	Assessment Type	Balance
CP-03-CR-0000815-2003	12/14/2004	Costs/Fees	State Court Cost (Act)	\$9.05
CP-03-CR-0000815-2003	12/14/2004	Costs/Fees	Commonwealth Cost	\$7.75
CP-03-CR-0000815-2003	12/14/2004	Costs/Fees	County Court Costs (\$25.20
CP-03-CR-0000815-2003	12/14/2004	Costs/Fees	Crime Victims Compe	\$35.00
CP-03-CR-0000815-2003	12/14/2004	Costs/Fees	Victim Witness Servic	\$25.00

Training Revised: New Module Based Approach Offers Customized User Training

With the new and improved CPCMS application comes a whole new training approach. The changes we've made to our training program go far beyond simple adaptations to train users on new or improved CPCMS functionality and system enhancements. Indeed, the "pause" provided AOPC project staff the opportunity to redesign the entire training approach. The result of this effort is a higher quality training product capable of satisfying system users' individual needs.

What makes the new approach different?

The key adjustment is the emphasis now placed on *individual needs*. Previous training utilized a broad based approach which was applied to all users regardless of their job function.

To meet individual user needs, staff designed a new, flexible approach based on the concept of **customization**. Customization of the workbooks designed to train users; customization of the hands-on learning sessions used to improve users' understanding of how the system can support their work tasks; and customization of the level of training support that will be offered to each county.

Customized Workbooks: The new "modularized" training workbooks break the previous manual into digestible units applicable to individual user roles. These workbooks will allow users to acquire the specific skills and system knowledge they need to complete their daily work tasks. The workbooks are compact, follow a consistent format (see "What's in a Workbook" below), and target individual user needs.

Customized Hands-on-Learning Sessions: In addition to covering specific skill sets, the workbooks also provide users with training scenarios that simulate their actual work environment. Users can work through these scenarios

during the actual training or at their own pace. As an example, the workbooks include practice scenarios on "cleaning up" cases migrated from a county's legacy system.

Customized Support: Consistent with requests from previous users, trainers will remain in counties longer during initial rollout and after the switch over to the CPCMS application. In most instances a minimum of two trainers will be on-site throughout the training period.

Field Testing: To assess how the new training works in the field, staff conducted three User Test sessions - one for court administration functions, one for Clerk of Court functions and one for financial functions. Each session was designed to replicate actual training to the greatest extent possible. In particular, users from 45 counties were invited to participate in at least one of three sessions to evaluate the effectiveness of the new training. User feedback was gleaned from these test groups and the findings were used to further refine and customize the training approach to accommodate individual user needs.

Conclusion: The new training approach represents a significant departure from previous training. It addresses many items of previous concern, covers several new topic areas and, above all, supports individual user needs. Of course, there is always room for improvement.

To facilitate further improvement, feedback loops have been formally integrated into the training process. User feedback will be collected and evaluated to identify potential areas of improvement and trainers will continue to collect information from the field on what works- and what does not. Ideally, this process will allow staff to continue to make quality improvements to the training while keeping the core elements of the approach intact. ■ → Also see [A Note on Training Logistics](#) continued on page 6

What's in a Workbook? Contents of the "Modularized" Workbook



The modularized workbooks are a valuable component of the training approach and plan. Here is a description of the contents found in most of the workbooks.

Navigation Path: Contains screen shots of menu items that show users how to get to where they need to go within the application.

Concept Overview: A description and discussion of the concept covered in the workbook.

Basic Scripts: Instruct user on the functionality covered in the workbook.

Process Scripts: Allow the user to combine knowledge from different workbooks to gain a comprehensive view of certain business processes.

Migration Scripts: Scripts that the user must be aware of to prepare for case migration and data clean-up.

Quick Reference: Comprised of detailed sheets (both text and screen shots) describing how to accomplish a particular system function.

Flow Charts: Provide a visual representation of business processes and other complicated concepts.

Check Yourself: Questions for users to check their knowledge of the concepts covered in current and previous workbook sections.

Additional Practice Scenarios: Users will benefit from additional practice. This section will also allow users to learn at a set pace or refresh on concepts at a later date. ■

From the Field: Plans to Conduct Impact Assessments in Advance of Go-Live in Remaining 45 Counties

The basic purpose of the impact assessment process is to understand system implementation from **your county's perspective**. For example, how will the system alter your business practices, or how will staff roles and responsibilities change after implementation? To gather this information, AOPC staff members must observe your county at work. Through a series of on-site interviews AOPC staff will work with your county to uncover the hidden details that tend to influence the success of CPCMS implementation.

The impact assessment provides an excellent opportunity for AOPC staff to gain a better understanding of your county's specific implementation needs. More importantly, the final impact assessment supplies AOPC staff with the information needed to identify potential implementation issues for your county in advance. Some of the initial **goals of the impact assessment** include:

- Obtain a thorough understanding of your county's business practices.
- Identify any pre-existing issues that need to be considered during rollout - **before they become red flags**.
- Obtain information to confirm the customizable areas of CPCMS are in place.
- Gather information to develop a customized training approach for your county.
- Respond to specific questions your county may have regarding CPCMS. ⇒ [Continued on page 6](#)

“What Works:” How to Prepare for System Implementation

In preparation for implementation, it is helpful to review best practices that have worked for counties in the past. This simple review will allow remaining counties to transition to the CPCMS system with fewer issues. Here is a brief list of best practices for making your county's changeover to the new system as smooth as possible.

Start Preparing Early and Involve All Offices in the Process:

- Talk to your staff about the benefits of the CPCMS. Also, share with them CPCMS newsletters and the other informational materials that you received at the statewide conference presentations and meetings at AOPC. The more they know about the new system, the better prepared they will be.
- Prepare court staff for the fact that change is difficult and let them know to expect a transition period where things will feel somewhat unfamiliar and unsettled. Staff members and managers who support each other in a positive manner during the transition will ultimately be more successful in adopting the new system.
- Keep other court/county offices and staff updated on the timeframe for training and go-live. Remember that CPCMS isn't stand-alone— multiple offices in your county will depend on the case information it provides to accomplish various case processing tasks.
- Organize interoffice meetings in advance of go-live to discuss how the new system may affect current business practices, and make plans to accommodate those possible changes. **Some of the most successful counties have established working committees to prepare them for going live.** ⇒ [Continued on page 7](#)

JNET Update: JNET Users Receive Secure Docket Sheet Access

When internet access to Common Pleas Dockets was first granted, the scope of the initiative was limited to public access. From any location with internet access, public users can log in and retrieve timely docket information for any case in the system. In February of 2004, AOPC recognized the value of offering an enhanced version of this functionality and released a new web docket site for users of the CPCMS application and other county employees, approved by the District Court Administrator. This new site permits these users to access the same information as public users and, in addition, obtain secure information that is restricted from public access. The benefits of this secure site are numerous, including: secure web access, improved functionality and integration of web docket information. Overall, this functionality further enhances users' ability to take full advantage of the CPCMS system.

Secure Access: The secure web docket site, located on the Unified Judicial System's Web Portal, has numerous access controls. System users access the secure site using a unique login name, password and PIN number combination. This secure login feature guarantees that private information remains secure. In addition, the secure login grants different user privileges depending upon the user's security level. This further safeguard prevents unauthorized users from viewing restricted information.

System Functionality: The primary benefit of the new site is the access it provides to secure ⇒ [Continued on page 6](#)

Reaching Out: Improving Our Communications

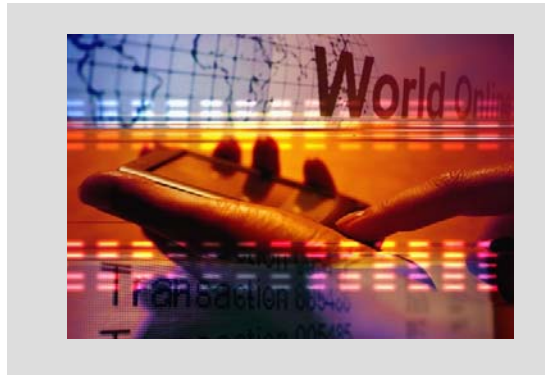
As we resume full rollout of the CPCMS system, one of the areas that AOPC is looking to improve is our communications. As an example, you might have noticed a new look and feel to our newsletter. Don't get too comfortable with it yet, things are changing! In the coming months you can expect to see more consistent and concentrated efforts in the way AOPC communicates with the various audience groups who have an interest in the CPCMS system and our rollout activities.

Did you know that there are over fifty key stakeholder groups who have an interest in the CPCMS project? The group of stakeholders we've identified includes primary users of the system who are staff members in Court Administration, Clerks of Courts offices and Judges Chambers, as well as ancillary users who sometimes access the CPCMS system from Probation offices, the District Attorney's office, county collection offices, and the various criminal justice agencies.

We have also identified a large number of "non-users" who are important to the success of the project. In most cases, the non-user does not actually use the CPCMS

system, but they have some interest in or benefit in some way from the system. An example of a non-user is a JNET user who accesses the Secure Web Docket through the JNET application. There are a dozen state agencies that share data via interface with CPCMS whom we consider to be "non-users." In addition, user associations, such as the Prothonotary and Clerks of Courts Association, are also on our stakeholder list, as are members of a separate user group- the Unified Judicial System.

As part of our communications plan, we intend to identify and address the information needs of these various stakeholder groups. To help achieve this objective we expect to use multiple media channels such as the **AOPC website**, **friendlier user alerts** and the **CPCMS newsletter** to provide users with timely, relevant and accurate information. We are also aware that the communications needs of current users and future users of the system differ. As we begin to design and distribute these communications and messages, we will be seeking your feedback in an effort to improve our understanding of what your information needs are, and what works best to address those needs. ■

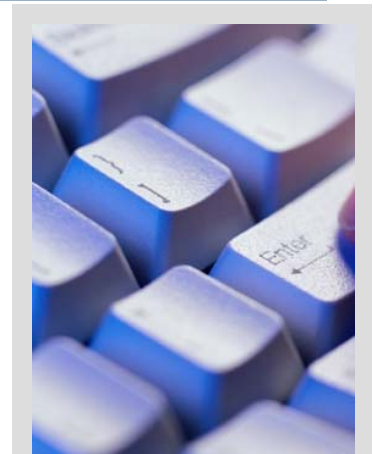


Moving Forward: System Rollout Begins (continued from page 1)

Communications: Project staff are currently working to improve our communications with county users. As the system rollout proceeds, counties can expect to receive timely information about updates to the system. This includes new communications specific to rollout efforts, and recurring communications such as user alerts, global communications and the quarterly newsletter.

Pilot Counties: Two pilot counties, York and Adams, were the first of the remaining 47 counties to benefit from these improvements. Now that the system has been implemented in both counties, staff will reassess the implementation approach and make additional refinements to rapidly gain user support throughout the state.

As mentioned, reaching this "tipping point" is a gradual process - but it is certain to occur. ■



Next Phase: Key System Changes and Enhancements Made During the Project Pause (continued from page 2)

• **Participant Account Number:** Each participant in the system is now given a unique account number. This function allows users to verify which records belong to which individual.

Phase III and Beyond: As the system rollout begins, AOPC staff will continue to group and process PCRs in a similar fashion. Overall, staff will continue to document all issues, evaluate their impact on the system and resolve them in an effort to enhance system performance and satisfy individual user needs. ■

A Note on Training Logistics (continued from page 3)



Prior to a county's training period, AOPC staff will contact the county to discuss training logistics. The goal of this discussion is to develop a day-by-day training plan designating the staff/offices who will be trained on each day of the training period. Be prepared to provide AOPC staff with the following information:

- Verify the staff members from the primary CPCMS user groups who need to be trained.
- Confirm logistics such as courthouse hours and which training rooms are available for use.
- Discuss any days/times that staff should avoid training certain groups of users. Trainers will try to remain flexible, **but all users will need to be trained during the scheduled training period.**

JNET Update: JNET Users Receive Secure Docket Sheet (continued from page 4)

web docket information. Users can also utilize the site's search tool to quickly find relevant docket information. Once retrieved, users can view docket information and print docket sheets.

Seamless Integration of Web Docket Information: Due to county and state criminal justice agencies numerous requests for access to secure docket sheet information, a direct link to the CPCMS secure docket sheets was added to the JNET web site. When users link to the site, they will automatically be logged into the existing web portal without having to exit the JNET site. Of course, the security safeguards will not change. Users that log into the system are assigned a shared, secure login account created specifically for JNET users. As an additional safeguard, access privileges are set at the most restrictive CPCMS security level. Users will also have the same ability to search for dockets, view docket sheets and print docket sheets in the same manner as all other Secure Common Pleas Docket Sheet Users.

Expected Impact: Since May, users have accessed the secure site to obtain docket information an average of 8,674 times per month. In addition, public users continue to use the site to access information, totaling 31,627 times per month. In total, both user groups have accessed the site an average of 40,300 times per month. This number is expected to grow. As additional users become aware of the site and JNET users come online, the site will continue to provide all users with timely and accurate web docket information. ■

From the Field: Plans to Conduct Impact Assessments in Advance of Go-Live in Remaining 45 Counties (continued from page 4)

- Identify any outstanding questions or issues that can be brought back to the AOPC project team for possible resolution.
- Advise your county on possible changes to business practices after the transition to CPCMS.

Impact Assessment Preparation: Prior to the impact assessment, AOPC staff will create a customized profile for your county that will be used to guide the implementation process. Then, two to three months prior to your county's go-live date, an analyst will contact your county's District Court Administrator and the Clerk of Courts to schedule a site visit.

Using the Information to Develop County Action Plans: Once the impact assessment is completed, AOPC staff will work with your county to develop a customized implementation action plan. This added preparatory measure is based on AOPC's previous finding that counties who prepared the most experienced the *most successful rollout of the CPCMS*. The plan will outline in clear terms the issues your county may come across during implementation and how they might be resolved. AOPC staff will work in cooperation with your county's court management staff to check the progress of this plan and make adjustments to it as needed until system rollout begins.

Overall, the impact assessment process is a useful way for counties to identify any potential implementation issues in advance. And while some unforeseen issues may still develop during rollout, your county can take comfort in knowing that an AOPC analyst will continue to work in partnership with you to address your county's unique needs. ■

“What Works:” How to Prepare for System Implementation (continued from page 4)

- Attend all data migration meetings and demonstrations to prepare your office for this vitally important component of the CPCMS implementation process.
- Respond in a timely fashion to the AOPC's requests for information.
- Keep a log of any processes or practices that you believe are unique to your county. Use these logs to ask questions of AOPC during demos and during site visits. When training begins, you will also want to discuss these issues with the trainers to determine how they can be accommodated using the CPCMS.
- Be actively involved in asking the AOPC questions throughout the process and track the answers so that everyone is aware of how the issue will be handled.
- Try to have a lighter schedule during the period of go-live. Prepare yourself and your staff for the fact that normal tasks will take longer. Plus, make sure that User Alerts are fully distributed and read – they frequently

highlight more effective ways to get work done.

Aspects of County Customization: Remember, CPCMS is a statewide system. Your county's needs will be addressed through the County Customization process. However, the intent of the CPCMS, and the larger Unified Judicial System, is to standardize criminal case processing statewide. To prepare for customization, counties should review the security settings set up during the County Customization process. This will verify in advance that all staff in primary and ancillary offices have been assigned the appropriate role and access. This is a pre-training necessity to assure that logins are assigned appropriately.

Preparing Yourself and Others for Change: The most effective way to deal with the changeover to CPCMS is to work through problems and issues in a positive manner with the assistance of training and other AOPC staff members. Encourage your staff to use the CPCMS Helpdesk and to track the resolution of issues that are important to you. One day, it will seem like you always had the CPCMS system in your office. ■

Best Practices to Remember

Start Preparing Early and Involve All Offices in the Process:

Change is always difficult, but you can *lessen its impact* by preparing for implementation early.

County Customization:

Remember, the intent of the CPCMS is to standardize criminal case processing statewide. Your county's specific needs will be addressed during the County Customization process.

Preparing Yourself and Others for Change:

Communicate with your staff *regularly* and seek to address their concerns about implementation. When problems arise, work through them in a *positive* manner.





*Administrative Office of PA Courts
Common Pleas Project
5035 Ritter Road
Suite 700
Mechanicsburg, PA 17055*

