Redaction Roadmap

An implementation guideline to prepare your organization for automated redaction.

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PERSONAL INFORMATION AHEAD

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ABOUT
NANCY CRANDALL

Nancy Crandall is the principal of Justice Connections LLC, a court management consulting company. Ms. Crandall has nearly 30 years of experience in courts and criminal justice. She has held a variety of court management positions including: Court Administrator, Assistant Judicial District Administrator, Business Architect for a statewide case management system implementation and Manager as well as Deputy Director of the Court Services Division for the Minnesota Administrative Office of the Courts (AOC). Consulting services and expertise includes project and change management, project leadership, program management, technology implementation support and business process re-engineering services.

ABOUT THIS DOCUMENT

This document is intended to serve as an implementation guide to prepare your organization for the use of automated redaction. In this document you will find recommended tasks and activities for each of the following project phases:

- Project Definition
- Planning
- Implementation & Go Live
- Post Go-Live/Project Closeout

This roadmap will provide direction and insight into implementation steps as well as business considerations to ensure a successful and timely implementation of your redaction solution. It is also intended to assist in identifying needs for resource allocation planning.

HOW TO USE THIS GUIDE

For each project phase, you will find a series of high level tasks with a corresponding set of recommended activities to consider for your automated redaction project. A recommendation regarding the role that might be best suited to take responsibility for the task and related activities are included. In addition, the expected resulting document(s) or project artifact(s) for each high level task and set of activities is also noted. This roadmap can also be used to track progress during the project as well as to create a record of actual time taken to complete related tasks and activities. This information can be especially useful in organizations who will repeat the implementation process across multiple locations.

Please be advised that the information contained in this Redaction Roadmap is illustrative of a typical automated redaction software implementation leveraging industry best practices. Its contents may not be relevant to all implementations. You may choose to modify the roadmap to fit your organization's specific approach to managing a software implementation project.

Project Definition

The Project Definition phase of your Redaction Roadmap includes recommended tasks and activities intended to establish project scope and governance and identify resources necessary to provide the foundation for a successful redaction project.

HIGHER LEVEL TASK:
Draft Project Definition

ACTIVITIES:

- Determine goal and scope of project
- Identify business processes impacted by redaction effort based on defined project scope
- Determine project budget, funding, and resource needs
- Determine project governance structure (policy, budget, and resource decisions)

DOCUMENTS:

- Project Definition
- Project Budget
- Charter for Project Leadership Group

RESPONSIBILITY:
Project Owner

HIGHER LEVEL TASK:
Review Redaction Compliance Requirements

ACTIVITIES:

- Review State Statutes and other resources regarding agency redaction responsibilities
- Determine documents and fields to be redacted, historical vs. day forward documents
- Determine approach for originals and redacted copies to be accessed

RESPONSIBILITY:
Project Owner/Leadership Group

HIGHER LEVEL TASK:
Secure Project Funding

ACTIVITIES:

- Obtain project approval and funding
- Determine strategy to fund one-time and ongoing costs

RESPONSIBILITY:
Project Owner/Leadership Group

Planning

The Planning phase outlines recommended tasks and activities to prepare the implementation.

HIGHER LEVEL TASK:
Project Management

ACTIVITIES:
- Draft project team charter document, roles, responsibilities, and meeting schedule
- Identify multi-disciplinary project team members and project manager and secure resources
- Set regular team meeting schedule
- Draft project plan
- Complete project risk assessment
- Draft project communication plan

DOCUMENTS:
- Project Charter
- Project Plan
- Project Issues List
- Project Change Control
- Communication Plan
- Risk Assessment

RESPONSIBILITY:
Project Manager

HIGHER LEVEL TASK:
Select Redaction Solution

ACTIVITIES:
- Define business requirements
- Select vendor per procurement policy
- Award/Draft contract

DOCUMENTS:
- Business Requirements
- Request for Proposal
- Proposal Ranking Documentation
- Vendor Contract

RESPONSIBILITY:
Project Team

HIGHER LEVEL TASK:
Identify & Vet Relevant Policy Issues

ACTIVITIES:
- Determine redaction approach
- Original and redacted images
- Image formats
- Determine use of automated vs. manual redaction
- Determine access and security issues
- Discuss/determine redaction approach for back-file vs. day-forward filings
- Determine redaction accuracy benchmarks

DOCUMENTS:
- Written Policy

RESPONSIBILITY:
Project Leadership/Governance Group

Planning (continued)

HIGHER LEVEL TASK:
Determine Redaction Business Approach

ACTIVITIES:
- Define image quality standards
- Determine scanning resolution standards
- Develop quality assurance approach/accuracy benchmarks
- Determine review standards for images (technical vs. human)

DOCUMENTS:
- Business practice documentation
- End user documentation (User Manual)
- Written Policy

RESPONSIBILITY:
Project Leadership/Governance Group

HIGHER LEVEL TASK:
Prepare for Business Practice Change

ACTIVITIES:
- Conduct "As Is" and "To Be" analysis regarding redaction for electronic images and historical approach for redaction of paper documents
- Identify business practice changes as a result of redaction solution and policy decisions
- Document how staff responsibilities change using automated redaction

DOCUMENTS:
- Process flow diagrams
- End user documentation
- Best practice documentation
- Business practice communication

RESPONSIBILITY:
Project Owner/Leadership Group

HIGHER LEVEL TASK:
Secure Project Funding

ACTIVITIES:
- Obtain project approval and funding
- Determine strategy to fund one-time and ongoing costs
- Determine storage needs based on project scope/approach
- Determine server needs
- Determine system configuration needs

DOCUMENTS:
- Technical documentation
- Configuration decision

RESPONSIBILITY:
Project Team

Implementation & Go-Live

The Implementation phase outlines the tasks and activities to be completed as you count down to your redaction go-live.

HIGHER LEVEL TASK:
Collect Sample Documents

ACTIVITIES/DOCUMENTS:
- Gather random and targeted sample documents in scope for redaction effort
- Send samples to software vendor

RESPONSIBILITY:
Project Team

HIGHER LEVEL TASK:
Draft Redaction Rules for Software

ACTIVITIES:
- Create detailed Statement of Work that includes fields to be redacted, and format of output files
- Create expected redactions through image verification
- Document redaction rules

DOCUMENTS:
- Redaction Rules

RESPONSIBILITY:
Redaction vendor

HIGHER LEVEL TASK:
Install Hardware and Software

ACTIVITIES/DOCUMENTS:
- Procure servers
- Install and configure servers
- Install software on client(s)

RESPONSIBILITY:
Project Leadership/Governance Group

HIGHER LEVEL TASK:
Conduct Test Cycle

ACTIVITIES:
- Configure test environment
- Conduct UAT testing
- Document results
- Resolve issues
- Check that business requirements are met

DOCUMENTS
- Test Plans
- Issues Log

RESPONSIBILITY:
Project Team and Redaction Vendor

Implementation & Go-Live (continued)

HIGHER LEVEL TASK:
Prepare for End User Testing

ACTIVITIES:
- Create end user training documentation
- Determine training sessions, location, and equipment needs
- Deliver end user training
- Determine support plan

DOCUMENTS:
- Training Materials
- Links to related policy/business practice documentation
- Problem Reporting Instructions
- Support Plan

RESPONSIBILITY:
Project Team
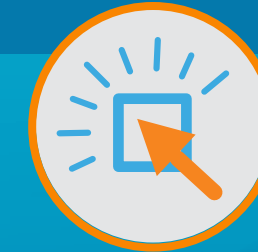
HIGHER LEVEL TASK:
Configuring Redaction Software

ACTIVITIES:
- Gather system setup information
- Complete software configuration for location

DOCUMENTS:
- Configuration Decisions

RESPONSIBILITY:
Project Team/Business Owner

HIGHER LEVEL TASK:
Create Go-Live Checklist

ACTIVITIES:
- Identify and document go-live activities
- Attend onsite vendor-hosted training

DOCUMENTS:
- Go-Live Checklist

RESPONSIBILITY:
Project Manager

Go-Live Tasks

Go-Live phase includes tasks to be completed by the first day you go-live with Redaction.

All of the tasks completed to this point have prepared you for a successful Redaction go-live.

HIGHER LEVEL TASK:
Complete/Executive Go-Live Checklist

ACTIVITIES:
• Complete Go-Live Checklist

DOCUMENTS:
• Executed Go-Live Checklist

RESPONSIBILITY:
Site Lead

HIGHER LEVEL TASK:
Go-Live Announcement

ACTIVITIES:
• Send Go-Live Announcement

DOCUMENTS:
• Go-Live Announcement Template

RESPONSIBILITY:
Project Manager

HIGHER LEVEL TASK:
Conduct Support Check-in Meeting (end of day)

ACTIVITIES/DOCUMENTS:
• Check-in at the close of business
• Document any support issues and follow-up needs

RESPONSIBILITY:
Project Team/Site Lead

Post Go-Live & Project Closeout

The Post Go-Live phase (or "Production" phase) includes tasks and steps to ensure that redaction has been successfully implemented and operations are running smoothly. Regular check point meetings are held to identify and discuss any post-production issues discovered and follow-up activities needed for quick resolution. Formal project closeout should occur during this phase.

HIGHER LEVEL TASK:
Conduct Initial Post Go-Live Follow-up Meeting

ACTIVITIES/DOCUMENTS:
• Review ongoing support issues
• Debrief implementation process
• Determine if additional follow-up meetings are necessary

RESPONSIBILITY:
Project Team/Site Lead

HIGHER LEVEL TASK:
Complete Project Closeout Report

ACTIVITIES:
• Ensure all tasks in project plan are complete
• Identify any ongoing and future considerations
• Identify any follow-up items
• Meet with project leadership to formally close out project

DOCUMENTS:
• Project Closeout Report

RESPONSIBILITY:
Project Manager

Project Closeout

If your organization will be repeating this process in multiple locations, tracking the "started and completed" sections of this guide for your initial implementation will provide guidance in terms of the approximate amount of time you can expect implementation to take in subsequent locations. This information can then be used to build your project plan.

REMEMBER THESE KEY ELEMENTS OF A SUCCESSFUL IT PROJECT:
• Good project management
• Effective communication
• Strong leadership support
• Well-documented business requirements
• Sufficient budget/resources

CONGRATULATIONS

You have successfully reached your automated redaction destination! If you would like to learn more about implementing the Extract Systems™ Platform, get in touch with one of our Solution Consultants today.