



ctcLink Project Quality Assurance

Monthly Report - August 2018

Presented to:



**Washington State Board for
Community and Technical Colleges**

By:



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Cover Letter

MTC is conducting regular quality assurance reviews of the Washington State Board for Community and Technical Colleges' ctcLink Initiative. The ctcLink project will provide the foundation for the next generation of services to students, faculty, and staff in an environment that enables them to self-manage their data and experiences. It will leverage and enhance the inherent efficiencies of the 34 college system through the implementation of a single, centrally provided system of online student and administrative functions. This report is intended to provide an independent, periodic assessment of the key components of the major project initiatives. This report is based on in-person and phone interviews with key project personnel and our review of documentation uploaded by the various teams to the SharePoint sites as well as any critical items that we may need to follow up on based on the previous assessments.

If you have any questions about the content of this report, please feel free to contact me at the email address or phone number provided below.

Sincerely,



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Executive Summary

QA continues to see progress in project work related to Deployment Group 2 (DG2). The Business Process Fit Gap meetings continued through August. It is imperative that the Colleges provide adequate representation at these meetings to ensure the final results will satisfy the needs of their Colleges. Conversion activities continued with the first Data Conversion (bio/demo data) Cycle 1A being performed in August. The next Data Conversion Cycle 2B is now being scheduled.

While there continues to be good progress made in DG2 activities, the ability to get both TCC and CCS year end closes complete is now considered a major determinant in their ability to convert successfully to the new System Chart of Accounts targeted for July 2019. SBCTC continues to provide Spokane with support for YE Closes. The schedule for Financial Year-End close continues to extend out for Spokane. Tacoma has closed FY16 and FY 17 and is making good progress towards working on FY18 YE Close.

Project Management Office activities also moved along well with the Baseline/1 schedule being completed in August. Baseline/2 will incorporate the integration of training activities to meet the new schedules. The new scope of Training activities will be a sub-project for tracking purposes. Baselineing the project schedule has been an outstanding issue that was delayed due to the schedule decisions that needed to be made. This is good progress but QA is concerned that the PMO has not yet determined how it will be routinely reporting progress against baseline.

The plan for ctcLink Training has now been revised and is considered by QA to be far more comprehensive as an effective educational framework. The overall concept being now modeled for delivery of User Training has been changed to be focused on development of Open/Online/Ongoing Training courses that address the need to provide college administrative staff with continuing and available PeopleSoft functional education. It will be specific to business processes and incorporate Common Business Process elements. The new concept is intended to address the reality that colleges have administrative staff turnover and competing resource scheduling constraints. This challenge has been experienced with the FLC Colleges.

Given the scope of testing, the Testing team is currently evaluating procurement of Automated Testing Software to deliver non-manual, repetitive testing processes. Automation of some of the testing work using standard test cases can increase the depth and scope of tests to improve software quality. QA concurs that this is a worthwhile endeavor.

During August, the AWS Production system experienced a relatively small number of critical outages that affected FLC system availability. Two problems early in August were identified, researched, and resolved. The latest problem was with Web Services, which occurred two times during normal production hours. This technical problem is random, intermittent, and remains unsolved. SBCTC IT is fully committed to working closely with their Managed Services provider (Burgundy Group) to identify root cause and take corrective actions.

Project Status Scorecard

At the request of the colleges, and with permissions from the State OCIO, we include an overall project status scorecard for stakeholders to identify project status and key issues.

The following table summarizes the assessment of each of the critical areas included in the QA review with primary focus on the Deployment Group 2 Project.

ctcLink Project Assessment Scorecard

<u>Project Area</u>	<u>Prior Status July 2018</u>	<u>Current Status August 2018</u>	<u>Overall Comments</u>
SBCTC/ Governance	GREEN	GREEN	The new Governance framework is continuing to work as expected. The Project Charter has been modified to include the project responsibility role for the SBCTC Deputy Executive Director. The Working Group (tier 3) meetings are being held weekly and a number of recommendations have been passed to the Project Steering Committee for review/approvals.
Project Management	GREEN	GREEN	The PMO is now fully staffed. PMO team members are continuing to address improvements in project management processes. QA is encouraged by the steps being taken by the PMO to enhance its processes.
Phase Scope	YELLOW	YELLOW	QA remains concerned that there is risk created by the number of solutions to be re-implemented to replace/augment current PeopleSoft functionality and that the timing and resource availability could negatively impact the current ctcLink Deployment Group 2 and future Deployment Group 3 scope/schedule. Software requirements and RFPs are being developed and once vendors are selected, there will be a better understanding of the technical and schedule impacts.
Schedule Status	YELLOW	YELLOW	The Deployment Group 2 includes converting both Tacoma and Spokane to the new Chart of Accounts with a target date of July 2019. Tacoma has closed its FY 16 and 17 Year End Closes and is making good progress on FY 18. QA is extremely concerned that the YE closes for the Spokane District continues to be an Open Project Risk that could jeopardize the Deployment Group 2 schedule and all future Deployments. With the Deployment Group 2 full Go-Live date now targeted for October 2019, the overlap of schedules and resource constraints now directly impact Deployment Group 3 (DG3) Colleges. Project impacts include changes to staffing, schedule, and budget. Risks need to be identified to mitigate any staffing, schedule, and budgeting impacts. PMO is working with DG3 Colleges to reduce the risks at this time.

			<p>The Business Process Fit Gap meetings continued through August. The first Data Conversion (bio/demo data) Cycle 1A was performed in August. The next Data Conversion Cycle 2B is now being scheduled.</p> <p>Baseline/1 schedule was completed in August. Baseline/2 will incorporate the integration of training activities to meet the new schedules. The new scope of Training activities will be a sub-project for tracking purposes. QA is concerned that the PMO has not yet determined how it will be routinely reporting progress against baseline.</p>
Training	YELLOW	GREEN	<p>The training team now reports to the ctcLink PMO. The overall concept being modeled for delivery of User Training has been changed to be focused on development of Open/Online/Ongoing Training courses that address the need to provide college administrative staff with continuing and available PeopleSoft functional education. The new concept is intended to address the reality that colleges have staff turnover and competing resource scheduling constraints. As currently planned, 4 courses are now being developed as a Pilot with a total scope estimated at over 60 courses. QA views this as a very positive change.</p>
Testing	GREEN	GREEN	<p>Future PeopleSoft updates/bundles and 3rd party software installation and support work is being managed outside of the Project responsibility. Overall planning of these changes needs to be tightly integrated with the ctcLink Deployment Group 2 schedule.</p> <p>Testing staff are indirectly reporting to the ctcLink Project Director on a dotted line.</p> <p>Given the scope of ongoing testing, Testing team is investigating procurement of Automated Test Software to streamline their work and improve repeatability outcomes. QA views this as something that will be beneficial to the project and ongoing support.</p>
Configurations /Data Conversions	GREEN	GREEN	<p>The conversions and configurations workstream is a major component of the project schedule. The bio/demo data conversion (Cycle 1A) was performed in August. Cycle 1B is now being scheduled for September.</p> <p>The new Chart of Accounts adds risk and complexity to the data conversions. FLC Colleges will have their data converted to the new standard CoA in production for FY19/20 prior to full Deployment Group 2 Go-live. FLC colleges will need to take ownership and control over their data responsibilities.</p>
Organizational	GREEN	GREEN	<p>OCM is now actively engaged in multiple areas, all</p>

<p>Change Management (OCM)</p>			<p>focused on getting DG2 and DG3 colleges ready for deployment.</p> <p>The Common Process (CPW) Workshops undertaken by the College PMs and OCMs are considered a major OCM activity that merits continued support and recognition. Another 3 Workshops have been completed and another 20+ have been identified and are being scheduled by the colleges.</p> <p>Recommendations for implementing these CPW's are being channeled through the Governance structure for approval.</p>
<p>Project Staffing</p>	<p>GREEN</p>	<p>GREEN</p>	<p>There are 2 Open Project Positions (Training staff) that have been posted/in process of hiring. There are another 7 project funded positions currently on-hold.</p> <p>Due to the change in Deployment Group 2, certain contract staff has been extended to support this new date.</p> <p>Overall ctcLink staffing is okay at this time; however, QA and the PMO is concerned that the overlap of Deployment Groups 2 and 3 will require additional resources.</p> <p>QA is remains concerned that the ERP support team needs additional staff. The staffing shortfall is being addressed by the Deputy Executive Director/CIO.</p>
<p>Technical Environment</p>	<p>GREEN</p>	<p>YELLOW</p>	<p>SBCTC IT is working closely with the PMO which has contracted with a consulting firm to re-design PeopleSoft security to be driven by business processes/assigned responsibility roles in place of the restrictive current approach. QA team views this work as major improvement for college business processes, providing flexibility for assigning security roles. This work remains targeted for mid-late September. Decision and timing for implementing this new functionality remains open at this time.</p> <p>Future PeopleSoft updates/bundles and 3rd party software installation and support work is being managed outside of the Project responsibility.</p> <p>Overall planning of these changes need to be tightly integrated with the ctcLink Deployment Group 2 and 3 schedules. This becomes more challenging with the overlap in schedules.</p> <p>The Deputy Executive Director/CIO is now addressing process improvements in technical operations. QA expects some of these improvements to be implemented starting in September.</p> <p>During August, the AWS Production system experienced a relatively small number of critical outages that affected FLC system availability. Two problems early in August were identified, researched, and resolved.</p> <p>The latest problem was with Web Services, which</p>

			<p>occurred two times during normal production hours. This technical problem is random, intermittent, and remains unsolved.</p> <p>SBCTC IT is fully committed to working closely with their Managed Services provider (Burgundy Group) to identify root cause and take corrective actions.</p>
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LEGEND	GREEN	YELLOW	RED
Risk Description	1) Low risks may be encountered NO immediate action needed	2) Moderate risks may be encountered Serious deficiency and action item recommended	3) High risks may be encountered Needs to be escalated and can impact project effort or cost

Project Integration Management

Over the life of the project, are effective project management processes being used and coordinated within the project and with all project participants to achieve desired results?

Findings:

- Project Overall Governance
 - All three levels of Governance are now actively engaged within the ctcLink Project.
 - Presentations and minutes of all of the governance committee meetings are available.
 - Project Charter has been changed to include the project responsibility of the SBCTC Deputy Executive Director. The ctcLink Project Director now reports to this individual.
- PMO Organization
 - Project Management
 - The SBCTC PMO is now fully staffed. This is consistent with past QA recommendations.
 - The management of the Training team now reports to the ctcLink Project Director.
 - The Integrated Work Plan (IWP) work plan continues to be refined by the PMO. Baseline/1 is now complete. Baseline/2 is under development. PM responsible for Project Scheduling and Reporting is evaluating how best to report progress vs. baseline plan.
 - The PMO is cross-integrating all components of the Project Management processes (Scope management, risk management, OCM tasks, UAT testing, Technical and Functional work streams, schedules, internal QA, and reporting) to better deliver the ctcLink deployments. QA views this as a really positive effort at this time.
 - Year End Closes for CCS and TCC
 - Ability to get both TCC and CCS FE Closes complete are now considered a major determinant in their ability to convert successfully to the new System Chart of Accounts targeted for July 2019.
 - CCS
 - SBCTC continues to provide Spokane with support for YE Closes. The schedule for Financial Year-End close continues to be a moving target.
 - TCC
 - FY16 and FY 17 are closed. TCC is making good progress towards working on FY18 YE Close.
 - College Deployments/Coordination
 - ctcLink Executive Leadership (cELC) Governance has now identified Colleges for each ctcLink Deployment Group. Colleges must meet scheduled pre-deployment prerequisites for readiness to stay within the deployment group.
 - Clark College will be in the next ctcLink Deployment (Deployment Group 2/PeopleSoft Upgrade) along with the SBCTC Agency and including product upgrades for the FLC Colleges. Also included is implementation of the new Standard System Chart of Accounts (CoA).

- Deployment Group 3 activity will overlap with Deployment Group 2 and will challenge resources and schedules. Deployment Group 3 colleges are now starting pre-deployment work. PMO is tracking progress of DG3 preparations.
- Project Schedule
 - The scope of Deployment Group 2 includes implementing the new standard Chart of Accounts (CoA) in July 2019 production for the FLC Colleges and deploying the full-system on an October 2019 Go-live date. Project impacts include changes to staffing, schedule, and budget. It will create overlap of key workstreams between Deployment Group 2 and 3.
- Status Reporting
 - SBCTC is continuing to provide the State OCIO, cELC, and Project Steering Committee with project status updates.
 - The PMO is using a new project status report framework which addresses previous concerns by the State OCIO and by the QA team.
 - The new Status Report format continues evolving. It is being used to update status with the ctcLink Executive Leadership Committee and with the Project Steering Committee.
 - This report also includes a section on the Status of Open Remediation work carried over to the current Deployment phase. QA would recommend more reporting clarity of the status of the Open Remediation tickets. Current Open Item summarization as reported is confusing.
- Project Staffing
 - SBCTC PMO is routinely reporting on the status of staffing to Governance and State OCIO.
 - SBCTC Executive Management and ctcLink Project Director addressed alignment of staff roles to resolve current challenges with matrix management and provide the Project Director with more control over full-time Project resources and quality of the scope of work.
 - The Training Manager/team now directly reports to the ctcLink Project Director and is being fully integrated into the PMO plans/schedules.
 - An experienced PeopleSoft Technical Specialist was hired as a Project full-time employee.
 - SBCTC Deputy Executive Director/CIO is reviewing staffing needs for ongoing ERP support. QA agrees that ERP Support staff will be insufficient to support additional work for DG2 and DG3 and based on experience the lead time for filling positions with qualified technical and functional staff is important consideration.

Recommendations:

- **New QA 0141** QA would recommend more reporting clarity of the status of the Open Remediation tickets. Current Open Item summarization, as reported, is confusing.
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Project Scope Management

Does the project include an approach to managing scope to ensure the project success?

Findings:

- The implementation of a new standard Chart of Accounts (CoA) is a significant change to the ctcLink Project.
 - The QA concern and the specific project risk involve meeting an aggressive timeframe from task initiation to completion. The fact that the Fiscal Year End Closes are still extremely problematic after FLC go-live 3 years ago is raising QA concern for the DG2 scope and schedule.
 - The Deployment Group 2 colleges have now set the new dates for the Go-Live implementation date.
 - The FLC Colleges will go-live with the new CoA in the July 2019 timeframe. The Finance systems/data will be converted and implemented in the production environment.
 - Clark College and SBCTC will implement the new CoA when the full Go-live occurs in October 2019.
 - The ctcLink and SBCTC Finance will be bringing on consultant(s) to identify impacts of a CoA redesign to ensure all areas of configuration, processing and reporting are analyzed.
- The WACTC Colleges continue to utilize Common Process Workshops to better standardize the system core administrative processes. Over 40 Workshops have been identified and 23 Workshops have now been held. College PMs and OCMs are responsible for managing these workshops, with support from SBCTC staff, including project functional personnel. The work products (proposed business process changes) from these Common Process Workshops are being reviewed by the ctcLink Working Group and are being recommended to the Project Steering Committee for approval.
- OCM/Training
 - Recognizing that knowledge transfer involves OCM and effective delivery of Training is considered the most important factor for the successful operation of these business processes at a college.
 - The plans for ctcLink Training has now been revised and is considered by QA far more comprehensive as an effective educational framework. The overall concept being modeled for delivery of User Training has been changed to be focused on development of Open/Online/Ongoing Training courses that address the need to provide college administrative staff with continuing and available PeopleSoft functional education. It will be specific to business processes and incorporate Common Business Process elements.
 - The new concept is intended to address the reality that colleges have administrative staff turnover and competing resource scheduling constraints. This challenge has been experienced with the FLC Colleges. Train-the Trainer does not work well given other factors. As currently planned, 4 courses are now being developed as a Pilot, with a total scope estimated at over 60 courses.
 - Planned ctcLink Courses will be scheduled like any modern college course, have instructor lead components, rely heavily on online content, require homework activities,

- and be self- paced, and with student assessments. It is current QA understanding that Courses will be offered to all Deployment Group staffs.
- SBCTC and the ctcLink Project is considering how college administrative staff will be able to receive ctcLink Certification for completion of the course(s).
 - Testing
 - The approach to ensuring business processes are successfully end-to-end tested, implemented, and operational has not been closely followed prior to this Deployment phase. The activity of User Acceptance Testing (UAT) testing is an important shared responsibility of the Project team and the Deployment Group colleges. It is another opportunity for the Deployment Group college administrative staffs to understand better how the PeopleSoft application software works with hands-on testing with their data. Reliance on others to perform the UAT is not advised. Project Testing will need commitment of college participation to perform more rigorous testing of business processes in this phase and future implementations. The QA team will be assessing and reporting on the participation level of the Deployment Group colleges during UAT.
 - Given the scope of testing, the Testing team is currently evaluating procurement of Automated Testing Software to deliver non-manual, repetitive testing processes. Automation of some of the testing work using standard test cases can increase the depth and scope of tests to improve software quality. QA concurs that this is a worthwhile endeavor.
 - Configurations/Data Conversions
 - Problems with FLC YE Closes highlighted the critical issues with previous data conversions. This is now evaluated as a higher risk area for future deployments to ensure the data mapping and results are properly reviewed and vetted by the colleges prior to implementation. Specific to financial transaction data, it requires the colleges are fully understanding of their financial data and specific changes that are driven by the new Standard Chart of Accounts structure.
 - The ctcLink data is College data, not project or SBCTC data. Ownership responsibility for verifying and ensuring data is correct is a College responsibility. QA is concerned that the re-design of the CoA will need to be adequately vetted from a data quality aspect.
 - The Data Conversion scope involves the execution of multiple conversion cycles with data provided to the deployment colleges for their data review. This major work is intended to ensure the converted data maps accurately to college data requirements. Data ownership is a college responsibility and a number of the pre-deployment college activities involve review and vetting of their pre-live converted data.
 - Security Improvement
 - SBCTC IT and the ctcLink Project have undertaken the re-design of the security approach used by the PeopleSoft application software. This redesign will enable the deployed colleges to assign their levels of administrative staff the roles for approving specific business process steps. This work relies on the expertise of a consulting firm experienced with PeopleSoft/Oracle. It addresses the differences that exist within each WACTC college for staffing their internal positions and assigning approval authorities.
 - Progress has been made with this process change and it is expected to be complete by end of September. Decisions on deployment will need to be made.

- Other In-Scope Items
 - **Physical Inventory Software Product** - This will add additional scope to the overall project. This product scope is planned to be in-scope for Deployment Group 2. Vendor solutions are currently being evaluated.
 - **Online Admissions** - Application Software is pending the review and approval of requirements and the development of an RFP at this time. Detailed requirements are now being developed.
 - **Planning and Budgeting Tool** - The Hyperion product has been de-scoped from ctcLink. The BAC has recommended a replacement tool due to process and data complexity, maintenance and college costs. A replacement solution is being investigated by SBCTC with Oracle. No actionable work scope at this time, due to resource constraints for FY activities.
 - **Continuing Education Solution/Software Product** - A sub-committee has finalized requirements for a replacement to the current ctcLink solution provided by Ciber. The requirements have received WSSSC review and approval, and a draft RFP has been developed following a request to ctcLink Governance.
 - **Dashboards and Analytics /OBIA** - The FLC implementation was not configured for SBCTC requirements. The new hires for SBCTC-IT and the ctcLink project staff have expertise to implement this solution for dashboards and analytics. This work is currently funded in the ctcLink budget. Additional resource support may be necessary. It is QA understanding this product scope is planned to be in-scope for DG2.
- **Remediation Remaining Work**
 - The Integrated Work Plan has remediation items identified as tasks. The PMO has reviewed the status of these Open items and verifying if these are still valid or not reported as closed. It is easy to lose sight of the Remediation fixes at the same time that the Project team is focusing on other priority work. The number of Open tickets has been reduced based on latest PMO review. Remediation status is now included in the Project Status Report. The PMO will be holding bi-weekly remediation meetings with the FLC Colleges to focus on remediation discussion only. These meetings started in August and will be continuing.

Recommendations:

- **QA 0006** The approach for determining college readiness based on training needs to include more than just attendance in training sessions. It needs to determine if an employee meets qualifications standards to support the new PeopleSoft software as it applies to the specific business process operation. This assessment of FLC staff capability needs to be addressed as part of the Remediation Project. **SBCTC Action in Progress** - Outcomes and assessments have been identified in the updated Training Strategy as part of the ctcLink re-planning activities. They are currently being developed to support remediation work. These will also be leveraged in future trainings. Outcomes have been developed for the Remediation Project training courses as well as objective and performance assessments. Results from these assessments have been recorded in the Canvas learning management system. This approach will be utilized in future implementations. Additionally, a proposed evaluation process (Kirkpatrick level 3) is being developed by the Communities of Practice coordinator to assess college staff ability to apply training processes back in their work environment. **QA Response to SBCTC Action** - While we recognize and appreciate the work that has been completed, we will continue to note this recommendation until we see implementation of and results from the

efforts of the team. We expect positive results will come about from the project team's efforts, but we are not ready to consider the recommendation as acted upon just yet.

QA 0107 SBCTC Training and Testing teams need to work with the ERP Functional analysts to fully document the Year-end and Month-end Close processes while it is currently happening before this knowledge is lost. All colleges will benefit from capturing this critical business process information at a detail level. **SBCTC Action in Progress** - The ctcLink project team and ERP support team are jointly working with the pilot colleges to close out fiscal years 1516 and 1617. As part of the conditions for remediation sign-off, a working session is planned with the colleges to walk through the detailed steps and checklists for month end and year end processing. These deliverables will be utilized in the deployment of future colleges. **QA Response** - As of August 2018, work continues with the FLC on FYE closes. **SBCTC Update:** Team working on Fiscal Year End as part of the closing activities and following FLC's close will have developed check lists, templates and best practices for monthly close and reconciliation as well as Year End close and reconciliation. This will not be completed until after FY16 and FY17 is closed. **QA Response** - FY 16 and 17 are now closed for TCC. We will want to review this documentation. FY 17-18 will begin in June and TCC is now working on the FY Close. It should be expected that FLC Colleges will still require additional support from SBCTC.

Project Time Management

Is the project effectively managing the timely completion of the project?

Findings:

- ctcLink team and Colleges within Deployment Group 2 are now working on a 16 month schedule. The overall schedule for full 34 college system-wide implementation of ctcLink remains within the timeline included in the Amended Investment Plan.
- The use of SBCTC and Project resources to assist with year-end close priorities is continuing at this time.
 - Closing FY15-16 and FY16-17: This is considered by SBCTC as highly challenging because many of the issues related to conversion balances that do not work in ctcLink are because PeopleSoft processes transactions differently than the legacy FMS.
 - TCC completed FY 16 and 17. CCS work is continuing.
 - Target date for CCS FYE final statements continues to be pushed out.
- The Business Process Fit Gap review sessions continued in August. Business Process Fit Gap reviews for the Finance pillar were held in August.
- The PMO is now fully staffed. This expansion of the PMO is consistent with prior QA recommendations.
- The Integrated Work Plan (IWP) for this phase has multiple workstreams being overall managed by members of the PMO. Meeting dates is important to re-establish project credibility. PMO has now implemented Project Status reports to be used on a bi-weekly basis with implementation of the new Governance model. The content of the Status Reports continue to be evolving with more data categories summarized and reported on. The latest Status Report includes status information of College Pre-deployment activities.
- The QA team remains concerned that there are key aspects of this project phase outside of the direct control of the SBCTC Project Director and PMO. These include:
 - Deployment Group 2 active participation in Business Process Fit/Gap reviews, reviewing college owned configurations and data, college staff training, college participation in User Acceptance Testing, and OCM readiness aspects.
 - The timeframe for standardizing the WACTC Chart of Accounts.
 - FLC decision to change Chart of Accounts within scope of Deployment 2 project phase. Based on prior experience with the FLC implementation, FLC Colleges will need to commit enough resource to be successful in the CoA conversion. QA considers lack of progress on CCS FY Closes as a major project risk to Deployment Group 2 (DG2).
 - The RFP process and procurement of new software products to be integrated with PeopleSoft as requested by WACTC Commissions. The in-scope items may alter the implementation schedule, resource commitments, and schedule.
 - The release of PeopleSoft updates, bundles, and environment changes need to be better integrated with the Deployment Group 2 (DG2) schedule. As previously recommended by QA, SBCTC IT needs to consider using industry standard Release Management processes to ensure that changes are closely integrated and supported with Projects.
 - The Deputy Executive Director/CIO is now taking concerted action to improve and implement standard IT Production/Technical Management processes. QA views this as a very positive activity.

Recommendations:

- **QA 0132** AFRS CEMLI Status is a long standing QA concern. During the Remediation Project, due to resource constraints, this work was put on-hold. Reporting to State OFM has now resurfaced and the ctcLink Project team needs to get this work completed and operational to meet SBCTC reporting requirements to the State OFM. **QA Update-** The AFRS CEMLI remains an Open item. It was not completed in August. According to Finance staff, it still requires additional testing. SBCTC has manually updated AFRS as previously done in prior years.

Project Cost Management

Is the project routinely estimating, budgeting, managing and controlling costs so that the project can successfully complete?

Findings:

- Current project budget and overall project cost information is currently closely managed by SBCTC Executive Management. The ctcLink Project Director has oversight of all spending on ctcLink. She does not have any spending authority regardless of amount. The project has mitigated this by adding the Project Director in all review processes with exception of staffing reporting to IT managers.
 - Project testing resources (fully project funded staff) are reporting on a dotted line to the ctcLink Project Director. It seems to be working at this time. Matrix management in a program as large as ctcLink can lead to challenges with different priorities, approaches, and inconsistent communications.
- The ctcLink Project and Phase Budget information is now reported to State OCIO and Project Steering Committee on a monthly basis. The ctcLink Executive Leadership Committee also receives this information.
- ctcLink project has implemented a formal time sheet reporting process for contractors. They require contractors to complete timesheets weekly that are compared to the invoices from the vendors by the ctcLink Human Resource Management and Procurement PM.
- The reset of the timeline for implementing Deployment Group 2 required a reassessment of staffing, timeline and budget for this phase of the project. The PMO has now extended key contractors by 3-4 months to meet the new Go-live schedule of October 2019.
- SBCTC and ctcLink Project teams are looking to procure automation software tools for efficiency and quality improvements. These costs will need to be processed through the governance processes.

Recommendations:

- None at this time.

Project Quality Management

Is the project defining quality measures and using continuously improving processes to achieve project outcomes?

Findings:

- As the next project phase is just now starting, the PMO and Project Team has been adding staff and implementing improvements in processes. Many of the quality processes are related to college activities, communications, training, and OCM.
 - As recommended by QA, the ctcLink Project Director has assigned a Project Manager from the PMO responsible for internal project quality management and college readiness assessment.
 - SBCTC and Project process improvements have been previously reported on by the QA team. QA team expects more improvements now that the PMO is fully staffed. There have been a number of improvements with the additional staffing now. Includes risk management, OCM, status reporting, integration of training content development with project scheduled workstreams.
 - The PMO now is further improving its processes by integrating risk management, OCM, scheduling, internal QA, training, and reporting processes. QA views this as very positive level of teamwork among the PMO staff.
 - The Common Processes Workshops (CPW) continue to play a key role in knowledge transfer and system-wide standardization of major business processes supported by the PeopleSoft application software capabilities. This work continues with high participation of the colleges and staffs.
 - The outcome of these targeted CPW improvements should result in WACTC Colleges better equipped to implement PeopleSoft and operate their business processes successfully.
 - Training now reports to the ctcLink Project Director. The new plans for delivering comprehensive continues PeopleSoft education and business process training should result in improved quality outcomes for the colleges. QA concurs with the concept to be developed for revised training. The effectiveness of these changes will need to be monitored by the PMO and QA.

Recommendations:

- **QA 0131** The QA team recommends that the PMO list all process improvements targeted for this phase and measure/report quarterly on the effectiveness of these improvements. This should be function of the Project Manager assigned to the internal project quality management activity. **QA Update-** This is still an Open recommendation.

Project Human Resource Management

Is the project acquiring, developing and managing appropriately skilled and adequately staffed project teams?

Findings:

- Project Staffing:
 - The PMO has assigned a Project Manager with the responsibility of coordinating the staffing processes required for the ctcLink project and within the State framework. This includes employees and contract personnel.
 - Includes tracking status of each Open position and facilitating recruitments.
 - Maintaining position descriptions
 - Advertisements.
 - Scheduling candidate screening and interviews.
 - Working with consultant firms to fill contract positions.
 - Project staffing status is being routinely reported now.
 - SBCTC will be adding two financial systems consultants to assist the FLC colleges with the new Chart of Accounts implementation.
 - The PMO has a number of positions on hold. Salary savings are being used to off-set some costs for extending contractor staff for Deployment Group 2 work.
 - SBCTC PMO and ctcLink teams still have 2 Active Open Positions for Hire.
 - These open positions are for Training staff (Content Development and Trainers).
 - As recommended previously by the QA team, Project Managers have been promoted for each PeopleSoft pillar. QA remains concerned that these individuals are not experienced Project Managers. The individuals promoted have strong backgrounds in their functional disciplines and have served as Functional Leads. The PMO has provided basic PM 101 training to staff and is mentoring PM junior staff with weekly short sessions on project management topics.
 - Hiring the level of PeopleSoft/Oracle ERP expertise in Olympia has been and will continue to be an issue of “market” salaries. Hiring experienced staff for ERP support positions, which pays different salaries, is even more challenging to SBCTC. No technical or PeopleSoft training is planned at this time by the Project.
 - The ctcLink Project was able to recruit and fill a position for an experienced PeopleSoft technical specialist during August.
 - The PMO has engaged the services of a Technical Project Manager who brings substantial technical expertise with PeopleSoft/Oracle and Higher Education applications/environments. The QA team continues to be impressed with this level of technical leadership now provided by this individual.
 - The SBCTC Test Manager will be hiring a Test Automation Engineer who will be focused on using current and future software tools to automate and streamline repetitive testing to reduce cost and timelines for testing ctcLink updates and changes.
- Deployed colleges will continue to be impacted by staff turnover based on external salaries/opportunities. Besides normal staff turnover, they also have the new challenge of keeping their staff once trained and working with PeopleSoft. As more colleges are deployed, key staff will be offered opportunities by other colleges once they have PeopleSoft ERP and HE experience.

Recommendations:

- **New QA 0140** The new concept for Training Delivery has major benefits for the ongoing education of college administrative staff in ctcLink business process and PeopleSoft functionality. QA would recommend that the revised scope of the training model be widely communicated to the stakeholders at this time given the positive expectations for the resulting outcomes.

Project Communications Management

Is the team identifying stakeholders and supporting timely, appropriate and accessible communications over the project's life?

Findings:

- The ctcLink Project site is undergoing improvements as identified by the PMO and the College PMs.
 - Documentation and materials used for scheduled meetings are now posted and available for review.
- The Communication Manager reports to the ctcLink Project Director.
 - One additional staff has been added to keep project communications up to date.
 - Additional staff position for Project communications support is currently on-hold.
- The new 3-tier Governance model has significantly expanded the project communications work. Planning and scheduling for meetings, presentations, facilitations, minutes, follow-on actions, and decisions require support of Project communications staff.
- The content development of materials to support communications is being distributed within the ctcLink Project staff with the Communications team reviewing, finalizing, and prepping prior to intended use/audience.
- Communications scope also includes monthly Communications (Status Updates) to the State OCIO, TSB, and Legislature.
- The ctcLink Project Steering Committee did meet once in August. Status information was made available.
- The Project Communications Plan continues to be updated. Since the scope of communications is enlarged with implementation of the new Governance model, it should be periodically reviewed to determine effectiveness vs. effort.
- The ctcLink Blog is now available for outward facing communications.

Recommendations:

- None at this time.

Project Risk Management

Is the project effectively identifying, analyzing, and controlling project risks and issues?

Findings:

- The closing of FLC financials for FY15-16 and FY16-17 has been categorized by the Governance as the top priority activity for SBCTC and the FLC Colleges.
 - As of August, the FY16 and 17 Year End closes for TCC were completed. CCS is still not complete. SBCTC Project and Support staff is continuing to provide support services to the CCS.
- The Project Status Report now includes a section that identifies project risks and mitigation actions being taken by the PMO. This report is now routinely available.
- DG2 Colleges are now reporting status and risks/issues.
- Continuing project risks are:
 - The Standard Chart of Accounts activity involved changes to Deployment Group 2 schedule. **QA Update:** The PMO and Deployment Group 2 Colleges provided the Project Steering with information and recommendations for implementing the CoA in order to minimize risk. The major issue is the timing for the Go-live date for the FLC Colleges is now July 2019 in production. Full Go-live for Deployment Group 2 now reset for October 2019.
 - Good progress has been made with adding project staff. Key project staffing will continue to be a project risk, but risk at this time is reduced.
 - The ability to direct hire (non-contractors) experienced PeopleSoft skilled employees for the project and for ERP support remains a QA concern. ctcLink Project staff was able to recruit and hire an experienced PeopleSoft Technical Specialist in August.
 - The ctcLink Project Director has now elevated the risk area of configurations/ data conversions based on root causes of problems encountered during the Remediation project and FY closes for the FLC Colleges. The Technical Project Manager is now focusing on this area.
 - Budget risk is directly related to staffing, scope, and schedule. QA has concerns that certain items (new software (in-scope), and project funded staff assigned non-project work) are outside of the control of the ctcLink Project Director and will possibly impact budget, scope and timeline. **QA Update-** At this time, the ctcLink Project Director does not forecast any overall increase in the Investment Plan budget based on scope and deployment plans.

Recommendations:

- **QA 0135.** Since the Configuration/Data Conversion area is now an elevated risk, QA recommends that the PMO start routinely reporting on the status of this work and identify specific internal quality processes/measures for implementation. **QA Update-** The first data conversion cycle#1a (bio/demo) was completed in August. Another data conversion cycle (#1b) is scheduled for September.

Project Procurement Management

Is the project appropriately managing the acquisition of products, services or results needed from outside the project team? Is the project effectively managing the resulting contracts over the life of the contract?

Findings:

- SBCTC has been able to utilize the Supplemental Staffing agreements to add PeopleSoft consultants to the project.
 - A spreadsheet has been developed by the PMO and is being used to track contractor invoices against consultant hours.
- SBCTC is working with a sub-group to process an RFP for a Physical Inventory (Asset Management) software product since this was considered in scope for the ctcLink Project.
- Another RFP is being developed by the Student Services Commission with SBCTC support for a software product to replace the Continuing Education front-end component of the ctcLink system. The current ctcLink component is considered deficient from the colleges.
- The Business Affairs Commission (BAC) has recommended the Hyperion tool be de-scoped. Two BAC members have been identified to work with ctcLink/SBCTC to review/define requirements for college and SBCTC’s planning and budgeting tool needs.
- Burgundy Group, the integration services firm, was contracted to move ctcLink technical environment to AWS. ctcLink production was moved to AWS in mid-June, and was completed on schedule. The new AWS technical environment includes provisions for Disaster Recovery. Burgundy continues to provide on-going managed services support for the ctcLink project and production.
- SBCTC IT contracted with Spear/MC (a systems consulting firm) to re-design the PeopleSoft/Oracle security approach. This company currently has a consultant(s) working on-site with SBCTC and ctcLink to develop, test, and deliver the improvements in business process security. It is expected that this work will be delivered by mid-September.
- ctcLink Technical Manager is interested in procuring a specialized Software Product from Quest Software (STAT) to manage software migrations and that works with PeopleSoft/Oracle. The STAT product automates, secures, and streamlines the application change management process. QA believes this is a good product that will provide long term benefit to the project and post support.
- SBCTC Test Manager is interested in acquiring a specialized Software Product from Oracle (PTF- PeopleSoft Test Framework). PTF is a tool that automates various tasks within the PeopleSoft Enterprise application – primarily functional testing. Automating functional testing allows execution of more rigorous tests with greater accuracy during a shorter time window. QA believes this is another worthwhile product that will provide long term benefit to the project and post support.

Recommendations:

- **New QA 0142** QA recommends that SBCTC ensure that The Burgundy Group delivers a fully documented Technical Architecture of the ctcLink System as they have implemented it in the Amazon Web Services environment. ctcLink Technical and ERP Support staff require this documentation. This Technical Architecture documentation has been requested at this time. QA will continue to report on this Open item until it has been received, reviewed, and accepted.

Project Stakeholder Management

Has the project identified key people, groups or organizations that could impact/be impacted by the project? Is the project using appropriate strategies to engage stakeholders on project decisions? Is governance, sponsorship and stakeholder engagement effective?

Findings:

- The ctcLink Governance framework is now operational at all levels.
 - SBCTC/project leadership is working with all three governance groups to set up a meeting schedule and the required meeting templates/tools to begin implementation of the new governance structure.
 - Decisions are being made by the appropriate Governance levels.
- Support for Fiscal Year-end closes for the FLC colleges continues to be an SBCTC priority for staffing and functional guidance. WACTC-Tech has also made this an extremely high priority. For the past year, SBCTC has had functional staff working with the FLC Colleges in support of this priority. TCC has been able to close FY 16 and 17. TCC is also making good progress with FY 18 YE close. It is a continued QA major concern that the date for CCS keeps sliding without completion.
- The ctcLink Project status (progress vs. plan) continues to be reviewed with the State OCIO, TSB, and Legislature.
- The ctcLink Project status is also being routinely reported to the ctcLink Executive Leadership Committee (cELC) and Project Steering Committee.
- The recommendations for implementing the Standard Chart of Accounts during Deployment Group 2 were reviewed and approved by the Project Steering Committee. The options for FLC Colleges to convert their financials to the new CoA were reviewed with the FLC prior to the ctcLink Project establishing the date.

Recommendations:

- None at this time.

Tracking / Reporting Assessment

An assessment of the accuracy of the project's tracking of progress toward milestones and budget estimates.

Findings:

- Microsoft Project is being used to plan and track the Deployment Group 2 work.
- The PMO Project Manager with responsibility for Integrated Work Plan (IWP) project scheduling and reporting is now fully engaged.
- The status reporting of progress vs. baseline plan is still an Open item at this time. This reporting should be done against the specific workstreams. QA team expects this aspect will be corrected by the PMO. It will need to be stream-lined and now with the reset of the timeline, re-baselined.
 - Scheduling of training materials delivery has been problematic for the project. The new Training plan was being developed in August. The PMO created a baseline/1 in August w/o integration of all training items at that time. An updated baseline/2 schedule will then include the integrated training workstream.
- The Closing of FY15-16 and FY16-17 FLC Financials remains a critical milestone for the ctcLink Project. The WACTC Governance Committee previously voted to make this the highest priority. It has remained a focus for SBCTC and the FLC Colleges.
 - Based on the latest information, this work continues for CCS. Most of the remaining work involves data reconciliation of student financials and cash balances.
 - TCC Finance has completed FY 16 and 17 YE closes.

Recommendations:

- **QA 0134** The ctcLink Project Manager assigned from the PMO for internal project quality management and college readiness will need mentoring and an established framework to execute as it related to his role in internally tracking progress towards project milestones, quality metrics, and budget estimates.

Risk Assessment

Identify potential barriers to meeting project objectives and milestones, their probability of occurring and impact if they occur, and recommended and observed mitigations.

The Top Risks are:

- Fiscal Year-end Closes for CCS. Directly impacts new Chart of Accounts implementation.
- Implementation of a new Chart of Accounts with College participation
- Overlap of Deployment Group 2 with Deployment Group 3 workstreams. Timeline impacts (Based on production implementation of Standard Chart of Accounts with FLC Colleges in July 2019 and the new Deployment Group 2 October 2019 Go-live date)
- College participation in Business Process Fit/Gap reviews
- Staffing constraints due to continuing support of FLC Colleges

The PMO is taking mitigation actions for each of these risks within its control.

The QA team has reviewed and agrees with the risks as identified by the ctcLink Project Director and included in the Project Status Report.