



ctcLink Project Quality Assurance
Monthly Report – September 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

The ability to complete the Community Colleges of Spokane (CCS) Fiscal Year End Closes continues to be considered the major risk impacting the project. The resources, both staff and management, committed to this effort are impacting work related to Deployment Group 2 and future deployments.

SBCTC continues to provide Spokane with support for year-end closes. The SBCTC Executive Management met in September with Spokane leadership and the CCS Board of Trustees. Based on this meeting, the latest target for the YE closes is end of December 2018. There is also documented requirement from the State Office of Financial Management (OFM) that this occurs. SBCTC has a team headed to Spokane the first of October to continue assisting CCS Finance staff with this work.

TCC has been able to complete FY16 and FY17 year-end closes and expects to meet its target for the FY18 YE Close.

SBCTC is continuing to provide the State OCIO, Executive Leadership Committee (cELC), and Project Steering Committee with project status updates. The PMO is using a project status report framework which addresses previous concerns of the State OCIO and of the QA team. This report also includes a section on the Status of Open Remediation work carried over to the current Deployment phase. As recommended by QA, the PMO now supplements the summary status reporting with a more itemized status of each Open Remediation ticket.

During August, the AWS Production system experienced a relatively small number of critical outages that affected FLC system availability. However, after the first week of September, there were zero outages reported with the production environment. QA is impressed by the level of importance which was placed on this issue by all involved. While this situation will require continued monitoring, the reaction to the outages was an important step to their resolution.

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. As of September, the RFPs for new 3rd party replacement software have not been released, and therefore, impact on the current project schedule remains unknown.

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.

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. This activity has been more complicated given the WACTC college organizational differences. It is now expected that this work will be delivered by end of October and will still require substantial testing and implementation efforts.

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 August 2018</u>	<u>Current Status September 2018</u>	<u>Overall Comments</u>
SBCTC/ Governance	GREEN	GREEN	The new Governance framework is continuing to work as expected. A new Project Charter is proceeding through governance approval with modifications that include the project responsibility role for the SBCTC Deputy Executive Director.
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. PMO has re-assigned PM responsibility for the Finance and HCM Pillars. QA views the ctcLink Project morale as very good at this time. PMO team working well together.
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. As of September, the RFPs for new 3 rd party replacement software have not been released, and therefore, impact on the current project schedule remains unknown. Other factors that can impact delivered project scope (additional or changes to existing CEMLIs) involves changes in system functionality mandated by state legislature. This will be a continuing aspect impacting all future deployment phases.
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 has made good progress on completing their FY 18 YE Close. QA is extremely concerned that the YE closes for the Spokane District continue to be an Open Project Risk that could jeopardize the Deployment Group 2 schedule and all future Deployments.

			<p>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. PMO is working with DG3 Colleges to reduce the risks at this time. PMO is further developing the DG3 schedule at this time.</p> <p>PMO is routinely reporting project status. DG2 colleges are now “Self-Reporting” their status. For September, Clark College, Tacoma, and SBCTC are reporting as GREEN. Spokane is reporting as RED. The PMO is now reporting status of Open Remediation tickets. The majority of these items are included in scope for DG2 or potential replacement solutions.</p>
<p>Training</p>	<p>GREEN</p>	<p>GREEN</p>	<p>The overall concept being modeled for delivery of User Training is now changed and 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. Training content/approach is intended to address the reality that colleges have continuing administrative staff turnover and competing resource scheduling constraints.</p> <p>A limited number of Pilot courses are being developed by the Training team and functional specialists with a total scope estimated at over 60 courses. Progress has been made in the preparation of the first 3 Pilot courses. These courses should be available for colleges to review and provide feedback in October.</p> <p>The PMO and Training team are currently evaluating how best to assign staff to work on the preparation of these courses.</p>
<p>Testing</p>	<p>GREEN</p>	<p>GREEN</p>	<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>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> <p>The Testing team and PMO are in the early stage of preparing targeted training materials to assist colleges in performing System and UAT testing activities. This is a derivative from the lessons</p>

			learned during the FLC implementations.
Configurations /Data Conversions	GREEN	GREEN	<p>The conversions and configurations workstream is a major component of the project schedule. System Configurations and Data Conversion Cycle 2 are currently underway.</p> <p>The ctcLink Project is developing targeted training materials to assist colleges in reviewing and validating their converted data. This is viewed by QA as a very positive activity and is a result of lessons learned during the FLC implementation. Materials developed for DG2 will be leveraged for all future deployment groups.</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 Change Management (OCM)	GREEN	GREEN	<p>OCM is now actively engaged in multiple areas, all focused on getting DG2 and DG3 colleges ready for deployment.</p> <p>PM training for college PMs being scheduled for mid-October. A PM summit is scheduled for November. A 2-day training in OCM basics is being prepared for use with colleges.</p> <p>The Common Process (CPW) Workshops undertaken by the College PMs and OCMs are considered a major OCM activity that merit continued support and recognition. Additional Workshops are planned for October. The priority CPWs should be completed by Spring 2019. Recommendations for implementing these CPWs are being channeled through the Governance structure for approval.</p>
Project Staffing	GREEN	GREEN	<p>There are 2 Open Project Positions (Training staff) that have been posted/in process of hiring. Interviews were being held the last week of September. There are another 7 project funded positions currently on-hold.</p> <p>Overall ctcLink staffing is okay at this time. There are and will be ongoing changes in project staffing. QA and the PMO remains concerned that the overlap of Deployment Groups 2 and 3 may 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>
Technical Environment	YELLOW	GREEN	<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</p>

			<p>restrictive current approach. QA team views this work as major improvement for college business processes, providing flexibility for assigning security roles. Due to the functional complexity of the Security module requirements, the consultant schedule for completing designing and building this module is now late October. It will still require testing and configuration work. The 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 by the IT Division. 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 additional improvements to be implemented during the 4th quarter 2018.</p> <p>SBCTC IT and their Managed Services provider (Burgundy Group) are closely monitoring system performance and taking responsive corrective actions to mitigate outages and impact to the FLC Colleges.</p> <p>The AWS Production system has reported “0” outages since September 8th. It is not clear at this time what specifically changed that has resulted in reduced system outages. FLC colleges have been using the PeopleSoft production system heavily with the start of Fall quarter.</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 updated 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.
 - PMO has re-assigned PM responsibility for the Finance and HCM Pillars. It should be expected that the PMO will continue to make staffing adjustments as required.
 - The Integrated Work Plan (IWP) work plan continues to be refined by the PMO. Baseline/2 is under development. PM responsible for Project Scheduling and Reporting is evaluating how best to report progress vs. baseline plan. PM is closely monitoring the task status on a weekly basis.
 - 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 CCS Fiscal 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.
 - CCS
 - SBCTC continues to provide Spokane with support for YE Closes. The SBCTC Executive Management met in September with Spokane leadership and the CCS Board of Trustees. Based on this meeting, the latest target for the YE closes is end of December 2018. There is also documented requirement from the State Office of Financial Management (OFM) that this occurs. SBCTC has a team headed to Spokane the first of October to continue assisting CCS Finance staff with this work.
 - TCC
 - FY16 and FY 17 are closed. TCC expects to meet its target for the 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.
 - Oracle will no longer support the current deployed version of PeopleSoft Campus Solutions 9.0 as of December 2019. This means the FLC Colleges must have implemented the latest version of Campus Solutions 9.2 within the target timeline for Deployment Group 2 or face severe ongoing support financial penalties.
 - The PMO is now also engaged with supporting a full range of Deployment Group 3 activities. This next phase overlaps 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 project status report framework which addresses previous concerns of the State OCIO and of the QA team. 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. As recommended by QA, the PMO now supplements the summary status reporting with a more itemized status of each Open Remediation ticket.
- Project Staffing
 - SBCTC PMO is routinely reporting on the status of staffing to Governance and State OCIO.
 - 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:

- None at this time.

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 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.
- WACTC colleges are now working on implementing the “Guided Pathways model”. There are 3rd party application software products that are being used for supporting this model. Integration with the ERP PeopleSoft software needs to be considered and will most likely impact project scope. Any major changes to college academic structures will have a very big impact to ctcLink.
- The WACTC Colleges continue to utilize Common Process Workshops to better standardize the system core administrative processes.
 - The Common Process (CPW) Workshops undertaken by the College PMs and OCMs are considered a major OCM activity that merits continued support and recognition. Additional Workshops are planned for October. The priority CPWs should be completed by Spring 2019. Recommendations for implementing these CPW’s are being channeled through the Governance structure for approval.
 - ctcLink Project functional staff and PMO OCM are supporting these workshops with materials and application consulting.
- 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 have now been revised and are 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.
 - 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.
- As currently planned, a limited number of Pilot courses are being developed. Total scope is estimated at over 60 courses. Three of these Pilot courses are being finalized by the team and are expected to be presented to colleges in late October for initial review/feedback.
 - 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.
 - 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 now expected to be complete by end of October for initial college reviews and feedback. 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 now has prepared a report indicating the individual status of each Open Remediation tickets by PeopleSoft pillar and planned /adjusted dates for closing the tickets.
- Legislative mandated changes to SBCTC and WACTC processes.
 - Each State legislative session produces new policies and may derive new requirements and modifications to existing processes that require updates to the legacy systems and also potentially to the PeopleSoft ERP CEMLI and reports. These need to be identified by ERP Support and tracked by the PMO.

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 ongoing 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 and as approved by the State OCIO/TSB.
- 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.
 - CCS work is continuing. SBCTC staff will be on-site in Spokane during the first week of October to assist CCS Finance.
 - Target date for CCS FYE final statements continues to be pushed out. Latest date is now December 2018.
- The Business Process Fit Gap review sessions are now complete. Additional sessions may be requested by the FLC colleges given need.
- 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 continues 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 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.
 - 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.

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 remained an Open item. It was in UAT and forecasted to be completed by September 30th.

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 the exception of staff reporting to IT managers.
- 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.
- The overlap of DG2 and DG3 required an assessment of project impact on cost of consultant resources. The budget impact was discussed with the Project Steering Committee and they agreed to extend contractors to mitigate risk of overlapping deployments.
- 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.
- QA review of the reported Budget status (August 31, 2018) indicates that the ctcLink Deployment Group #2 currently remains within the established budget.

Recommendations:

- None at this time.

Project Quality Management

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

Findings:

- 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, including risk management, OCM, status reporting, and 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 of end of September, candidates were being interviewed.
 - A new Project Manager for Campus Solutions has been re-assigned. QA has met with this individual and believes this was a good re-assignment opportunity.
 - The PMO has provided basic PM 101 training to staff and is mentoring PM junior staff with weekly short sessions on project management topics. This is continuing.
 - PMO is scheduling a PM 101 workshop for College PMs in October and a 2 Day Workshop for OCM also in October.
 - 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 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:

- **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.

SBCTC Update- This recommendation is underway. Training is developing a prototype of the new approach and it will be evaluated once it is complete. Looking at overall content development scope and at external vendors to help build out the self-paced training. As ctcLink finalizes the approach, we will be working with the colleges for feedback.

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 September. 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.
- Colleges are now submitting their Communications Plans to the PMO Communications Manager for review and feedback.

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 Executive Management met with the CCS leadership in early September to review YE Close status and decide on next steps. SBCTC Project and Support staff is continuing to provide support services to the CCS. Staff will be on-site in Spokane the first week of October.
- 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 and SBCTC are now self-reporting status and risks/issues. As of the September 3- 14 Status Report, Clark, Tacoma, and SBCTC are each reporting GREEN and CCS is reporting RED.
- FLC Colleges and the Project Team are also now self-reporting status of Remediation work. Tacoma and the Project are each reporting GREEN and CCS is reporting RED.
- 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 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. 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-** Another data conversion cycle (#1b) was completed in September. Work has started on conversion cycle #2. **SBCTC Update-** The conversion updates are included in the workstream bi-weekly status reports and the Steering Committee report.

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.
 - As of Sept 14, new PeopleSoft Functionality to be evaluated to provide integration for asset tracking scanners directly with ctcLink.
- An 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 by the colleges.
 - The RFP draft has been developed.
- An RFP is being developed to replace Online Admissions (OAA).
- The Business Affairs Commission (BAC) has recommended the Hyperion tool be de-scoped.
 - Committee has been formed to review, finalize, and approve Budgeting Requirements.
- Burgundy Group, the integration services firm, was contracted to move ctcLink technical environment to AWS and that has been completed. 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. This activity has been more complicated given the WACTC college organizational differences. It is now expected that this work will be delivered by end of October and will still require substantial testing and implementation efforts.
- 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.
- 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. Latest target date is end of December 2018.
- 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.
- Pillar PMs are routinely reporting status. Status of major Workstreams are also being reported.
- 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. Training workload basis is still being evaluated. Pilot courses are 80-90% complete. These will still need to be reviewed with colleges and feedback addressed.
- 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. Working on FY18.

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.
- College participation in reviewing their data conversions for accuracy.
- 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.