



ctcLink Project Quality Assurance

Monthly Report – October 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

As stated in the September QA report, 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.

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

Training content and delivery is a key workstream for the project. As stated in previous QA reports, QA is very excited about the new approach to training for the project. The plans for ctcLink Training have now been revised and are considered by QA to be far more comprehensive as an effective educational framework. However, the development of training course materials is now behind schedule. The PMO is taking appropriate actions to recover this schedule but this will require resource re-allocations and external consulting support in order to get back on schedule.

SBCTC IT contracted with Spear/MC (a systems consulting firm) to re-design the PeopleSoft/Oracle security approach. This company currently has been 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. This work was expected to be completed by the end of October for initial college reviews and feedback. It is now forecast to be available in 2019. It will still need testing and college changes to their role/administrative approval authorities.

Lastly, as plans for future deployments are being made, it is important to note the impact on legislative changes to project schedules and resources. 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's and reports. These need to be identified by ERP Support and tracked by the PMO.

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 September 2018</u>	<u>Current Status October 2018</u>	<u>Overall Comments</u>
SBCTC/ Governance	GREEN	GREEN	The new Governance framework continues to work as expected. A revised Project Charter has now been approved. Governance is reviewing and approving the system-wide Common Business Processes derived from meeting with the colleges.
Project Management	GREEN	GREEN	The PMO is now fully staffed. PMO team members are continuing to address improvements in project management processes. QA views the ctcLink Project morale as very good at this time. PMO team working well together. Some technical leads and training staff changes are being made to adjust to current project needs.
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 October, the RFPs for new 3 rd party replacement software have not been released, and therefore, analysis of impact on the current project schedule remains unknown. Other factors that can impact delivered project scope (additional or changes to existing CEMLI) involves changes in system functionality mandated by state legislature. This will be a continuing aspect impacting all future deployment phases. The new ctcLink Administrative Security module which was targeted for delivery by a 3 rd party consulting firm to the project remains delayed. This impacts DG2 and DG3.
Schedule Status	YELLOW	YELLOW	Deployment Group 2 includes converting both Tacoma and Spokane to the new Chart of Accounts with an operational target date of July 2019. Tacoma has completed its FY 16 and 17 Year End Closes and has made good progress on completing its FY 18 YE Close. QA remains extremely concerned that the YE closes for the Spokane District continue to be an Open Project Risk that could jeopardize the Deployment

			<p>Group 2 schedule and all future Deployments. SBCTC Finance continues to provide consultant support to CCS to assist with year-end closes.</p> <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 October, Clark College and Tacoma are reporting as GREEN. SBCTC is reporting as YELLOW due to data conversion issue that is being corrected. Spokane is reporting as RED due mostly to status of Remediation items and Year-End closes.</p> <p>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. Currently, 25-30% of the Open tickets will be completed once the Tacoma and Spokane have accomplished their YE closes.</p>
Training	GREEN	YELLOW	<p>Training content and delivery is a key workstream for the project. The development of Training Course materials is now behind schedule. The PMO is taking appropriate actions to recover this schedule and this will require resource re-allocations and external consulting support.</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>The Testing team is working closely with the PMO and preparing the framework of pre-training activities and online training materials to assist colleges in performing System and UAT testing activities. The planned approach/prototype for intended use with UAT was reviewed with the QA team and this approach addresses the lessons learned from the FLC implementation.</p>
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 has developed 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</p>

			<p>lessons learned during the FLC implementation. Materials developed for DG2 will be leveraged for all future deployment groups.</p> <p>The implementation of the new standard Chart of Accounts adds risk and complexity to the PG2 Project. The Chart of Accounts (General Ledger) has been now configured. The ctcLink Finance Pillar team presented this configuration structure to the Business Accounting and Reporting Council (BAR) and Business Affairs Commission (BAC) for appropriate vetting.</p> <p>FLC Colleges will be going live with 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 management responsibilities.</p>
<p>Organizational Change Management (OCM)</p>	<p>GREEN</p>	<p>GREEN</p>	<p>OCM is now actively engaged in multiple areas, all focused on getting DG2 and DG3 colleges ready for deployment. A pre-kickoff meeting is scheduled for DG3 Colleges in early November.</p> <p>Colleges will be implementing a Peer-Review process for reviewing status of College deployment readiness. This is another OCM approach being implemented as a result of lessons learned from the FLC implementation and input from the Colleges PMs/OCMs.</p> <p>PM training for college PMs was held in October. A PM summit is being prepped and scheduled. A 2-day training in OCM basics was also held in October.</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 were held in and more are being scheduled for November/December. The priority CPWs should be completed by Spring 2019. Recommendations for implementing these CPWs are being channeled through the Governance structure for approval.</p>
<p>Project Staffing</p>	<p>GREEN</p>	<p>GREEN</p>	<p>The Open Project Positions for Training staff were being filled in October. There are another 7 project funded positions currently on-hold.</p> <p>The PMO continues to adjust staffing to maintain schedule. Technical lead assignments were made in October. PMO intends to use consultants/contractors to recover the schedule for development/delivery of Training materials.</p> <p>Overall ctcLink staffing is okay at this time. QA and the PMO remains concerned that the overlap of Deployment Groups 2 and 3 may require additional resources.</p> <p>QA remains concerned that the ERP support team</p>

			needs additional staff. The staffing shortfall is being addressed by the Deputy Executive Director/CIO.
Technical Environment	YELLOW	GREEN	<p>The re-design of PeopleSoft security has fallen behind schedule. This impacts DG2/DG3 college overall readiness tasks. When delivered by the consultant firm, the software will still require testing and configuration work. Colleges will need to redefine their administrative role approval authorities for specific business process tasks for this security change to operate correctly with PeopleSoft.</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 continues 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 continues to report “0” outages since September 8th.</p>

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.
 - Governance tiers are all working well.
- PMO Organization
 - Project Management
 - The SBCTC PMO is now fully staffed. This is consistent with past QA recommendations.
 - The PMO continues 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.
 - Fiscal 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 implement 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. Spokane was sent a 60 day notice that the data entry and reconciliations for Year-End closes must be completed by November 30.
 - There is also documented requirement from the State Office of Financial Management (OFM) that YE closes are due at the end of December 2018. SBCTC has a team 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.
 - PMO and College PMs/OCMs will be implementing a Peer-Review process for reviewing deliverables and status of College Readiness activities.
 - 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.
 - Pre-Kickoff meeting scheduled for DG3 in early November. DG3 Colleges continue to report on Gate 1 Initiation Phase progress.
 - The PMO plans to increase the scope of parallel testing. Parallel testing prior to FLC Go-live was limited to payroll processing. The PMO is now deciding on additional areas for parallel testing, including student financial aid and month end close.
- 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.
 - As of October, the Remediation Activity for CCS remains RED.
 - AFRS CEMLI is not completed.
- 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.

- 2 Open positions for Training staff are being filled. One was hired in October. Another to start in November.
- PMO will need to bring on consultants/contractors to recover critical schedule for developing Training course materials.

Recommendations:

- **NEW QA 0143** During the FLC Phase Project, the status of CEMLI delivery and testing was problematic. Many of these CEMLI's were not delivered until 2 weeks before Go-live, were not tested, and resulted in many operational errors. QA team recommends that a list of all CEMLI's be made available for review and maintained, indicating the pillar and business process related to the CEMLI, the latest status of testing, and any issues that will impact software readiness. This list should be made the responsibility of the Pillar PM with periodic reviews with the Technical Lead responsible for CEMLI's. QA team would like to review this list monthly.
- **NEW QA 0144** The current status of the Training Materials is a major area of QA concern. There are approximately 60 Courses to be developed for use with DG2 and DG3. QA recommends that a list of all planned Training Courses be made available for review and maintained, including the status of course components including Quick Reference Guides (QRGs), Step-wise Tutorials/Instructions, On-Line References materials linked to Business Processes, and Videos. QA team would like to review this list monthly.

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 were held in October. Others are being planned and scheduled. Priority CPWs should be completed by Spring 2019. Recommendations for implementing these CPW’s are being routinely 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.
 - Lessons Learned from the FLC Implementation have been a basis for a variety of OCM activities undertaken by the ctcLink team and PMO.
 - A 2-day workshop for College OCMs was held in October.
 - A PM training program was provided to College PMs.
 - Training is being provided to the colleges for cross-walking data and data conversion validations.
 - The OCM based approach being developed for User Acceptance Testing is far more extensive in terms of training, instructions, and reference materials. The QA team believes this is a significant improvement when it is completed and is used by the colleges.
 - The plans for ctcLink Training have now been revised and are considered by QA to be 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.
 - As of October, this software tool is still in process of procurement.
 - 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 to be fully understanding of their financial data and specific changes that are driven by the new Standard Chart of Accounts structure.
 - Currently Conversion Cycle 2 is being prepped for college data review/validation. It includes college Financial 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.
- This work was expected to be completed by the end of October for initial college reviews and feedback. It is now forecast to be available in 2019. It will still need testing and college changes to their role/administrative approval authorities. 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 status is delayed to evaluate new functionality within PeopleSoft.
 - **Online Admissions** - Application Software is pending the review and approval of requirements and the development of an RFP at this time. Subcommittee finalized QAA requirements. Project team is reviewing requirements and Fit/Gap against ctcLink PeopleSoft functionality. RFP will need to be evaluated based on Fit/Gap. RFP publish date is now early November 2018.
 - **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 (Oracle PBCS) is being investigated by SBCTC with Oracle. No actionable work scope at this time, due to resource constraints for FY activities. Committee to be formed to review, finalize, and approve Budgeting requirements.
 - **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 Governance approval, and the RFP was published on October 15, 2018. Vendor proposals are due November 15, 2018. Subcommittee to evaluate proposals.
 - **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.
 - **Guided Pathways** - The Steering Committee approved an approach for gathering business requirements. The approach is similar to the format used for Common Process Workshops (CPW).
 - **Information Broker** - A pilot approach for using Information Broker (IB) is being developed by ctcLink technical team. The scope of the pilot involves extracting data directly from PeopleSoft using the IB tool.
- 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. It is expected that 25-30% of the remaining Open tickets will be closed upon completion of Fiscal Year-End financials for the FLC Colleges.

- 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's 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 October 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** - We will want to review this documentation.
- **NEW QA 0146** The current delay in completing the new Security framework for the ctcLink could benefit from the colleges completing a work effort in parallel to completion of the security software. One approach could be to use a spreadsheet to collect information regarding business process/tasks, approval authorizations, and assign organizational roles.

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 schedule that has Go-live targeted for October 2019. 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 fiscal year-end close priorities is continuing at this time.
 - CCS FYE Close work is continuing. SBCTC staff continues supporting the CCS Finance staff.
 - OFM requires the CCS FYE final statements by December 2018.
- The PMO is now fully staffed. This expansion of the PMO is consistent with prior QA recommendations. Some staff adjustments are being made to meet current priorities.
- 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:
 - risks and issues
 - status of milestones
 - status of the 3 system pillars (Finance, HCM, and Campus Solutions)
 - status of major workstreams
 - status information of College Pre-deployment activities
 - status of other project activities/solutions
 - status of Remediation efforts
 - Self-reporting on DG2 and DG2 activities by the colleges
 - status of QA follow-up recommendation
 - status of OCIO plan conditions
- 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 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 remains an Open item.
- **NEW QA 0145** The schedule for development of Training Course materials required for DG2 has now become YELLOW and probably will be RED next month until the PMO has implemented a series of corrective actions to fully recover it. There are 60 courses to be developed. The pilot course was to be completed in September and is still not completed. QA recommends that the PMO expedite bringing on qualified contractors/consultants to recover the schedule.

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 direct spending authority regardless of amount. The project has mitigated this by adding the ctcLink 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.
 - A ctcLink Deputy Project Director is reviewing contractor invoices vs. weekly timesheets.
- 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 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.
- Costs for contractors/consultants to recover the schedule for development/packaging of Training materials for the 60 courses is not identified at this time.
- QA review of the reported Budget status (October 12, 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 adding staff and implemented 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.
 - A Project Risk and Issues SharePoint web application was implemented by the PMO in October and is now in use. It includes a workflow component that includes an assignment of project risks and issues to individuals to mitigate or resolve.
 - The Testing Manager now prepares a Weekly Status report and works closely with the PMO to integrate Testing tasks with other ctcLink activities. The new UAT framework is a prime example of the ongoing teamwork between Testing and the ctcLink PMO.
 - College PMs and OCMs received skills training in October from the ctcLink PMO. Training has also been provided to college staffs involved with data conversion validations.
 - Many of the OCM improvements have been derived from lessons learned and include the new UAT framework and the new approach for delivering more effective business process end-user training.
 - 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. CPWs were held in October and additional ones are being planned. 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.
 - ctcLink Training 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 continues to make adjustments in staffing and including use of consultants. This will be ongoing and is to be expected.
 - 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 a number of Open Positions for Hire.
 - The open positions for Training staff (Content Development and Trainers) have been filled. As of October, one of the Trainers started and another is scheduled to start in early November.
 - PMO reassigned technical lead responsibilities for data conversions, CEMLIs, and upgrades.
 - PMO held a PM 101 workshop for College PMs in October and a 2 Day Workshop for OCM was also held in October.
 - PM Summit being prepped and scheduled for November.
 - 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 has reassigned the role of Test Automation Engineer to focus 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. It also includes responding to specific requests from the OCIO and Legislature for addition information.
- 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.
- The Project Web (PW) SharePoint site is being used to store/update/retrieve documentation including schedules, reports, OCM and PMO templates, risk/issue logs, communications, and other project documentation.

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 October, 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 September to review YE Close status and decide on next steps. SBCTC sent CCS a 60 notice that data entry and reconciliations need to be completed by November 30, 2018 in order to comply with OFM requirements.
 - SBCTC Project and Support staff continued in October to provide YE support services to the CCS. Staff was on-site in Spokane to assist.
- 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 October 12 Status Report, Clark and Tacoma, are each reporting status as GREEN, SBCTC is reporting YELLOW, and CCS is reporting RED.
- FLC Colleges and the Project Team are also now self-reporting status of Remediation work. Tacoma is reporting status as GREEN and CCS and the Project Team are both 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.
 - 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 OCIO approved Investment Plan budget based on scope and deployment plans.

Recommendations:

- None at this time.

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 evaluate vendor proposals for a Physical Inventory (Asset Management) software product since this was considered in scope for the ctcLink Project. The evaluation of vendor solutions has been delayed.
 - As of October, new PeopleSoft Functionality is being evaluated to provide integration for asset tracking scanners directly with ctcLink.
- The Student Services Commission with SBCTC support is in process of identifying a 3rd party 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 was published on October 15, 2018. Vendor proposals are due on November 15, 2018.
- An RFP was being developed by a sub-committee to replace Online Admissions (OAA). Requirements needed a process of review and approval. RFP publish date was reported by the PMO as November 1, 2018.
- 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 work scope 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. The completion of this work has been delayed. It is now forecast for 2019. QA is concerned about the slippage in schedule and impact to the colleges.
- ctcLink Technical team 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. This activity is moving forward at this time.

Recommendations:

- **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. **QA Update-** SBCTC has received technical architecture documentation from Burgundy Group in October and has requested some additional information.

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. And it is working!
- 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 expects to meet the schedule for the FY 18 YE close.
 - It is a continued QA major concern that the date for CCS has repeatedly delayed without completion. OFM has informed SBCTC and CCS that the Financial Reports must be completed by December 31, 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 implement the new CoA were reviewed with the FLC prior to the ctcLink Project establishing the July 2019 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 PMO created a baseline/1 in August w/o integration of all training items at that time. An updated baseline/2 schedule was then planned include the integrated training workstream. Training workload basis is still being evaluated. Pilot courses were reported at 80-90% complete in September but were not completed in October. The schedule for development and delivery of the 60 planned courses is now YELLOW. The PMO will be taking corrective actions to recover the schedule.
- 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 bank to book 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.