



## **ctcLink Project Quality Assurance**

### **Monthly Report – January 2019**

*Presented to:*



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

*By:*



1215 Hamilton Lane, Suite 200

Naperville, IL 60540

[www.MoranTechnology.com](http://www.MoranTechnology.com)

Voice & Fax: 877-212-6379

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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,



Charles R. Moran  
Sr. Partner and CEO  
Moran Technology Consulting, Inc.  
[Charlie.Moran@MoranTechnology.com](mailto:Charlie.Moran@MoranTechnology.com)  
(877) 212-6379

## Executive Summary

The project has had some areas falling behind in recent months, for various reasons. Training was the area that QA was most concerned with its progress, causing it to be considered RED in its status. Testing was a second area that was falling behind and considered YELLOW. In the past month, both of these areas have shown considerable progress and, while their statuses have not changed, they are trending in a positive direction. The QA team believes these areas will continue to move forward in a positive manner, putting the overall project back on track across all areas.

The PMO and new Training Manager are addressing the progress being made in the training workstream. The Sprint Project Management methodology will be used to better focus resources on sequencing required materials to accomplish scheduled delivery of pre-training for User Acceptance Testing by the DG2 Colleges. The PMO is also reallocating resources and procuring external consulting support. At this time, QA considers this Training workstream as RED. However, it is now trending to YELLOW.

The SBCTC IT Test Manager is external to the Project and has other non-project responsibilities, including testing of the numerous updates/environments used for PeopleSoft production. The SBCTC IT Testing team acquired the Automated Testing software which is now installed; however, it will take a long timeframe to fully automate the functional test scripts, and require active participation of ERP and Project functional staff at a time that staff is focused on other priority assignments. The PMO is addressing the internal leadership for Project Testing to ensure focus on the project implementation requirements and schedules. ctcLink staff assignments have been made to coordinate the testing workstreams. The QA team currently assesses the Testing area as YELLOW; however, this area is now trending to GREEN.

QA remains concerned that the 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. We are starting to see decisions being made or getting closer to being made on these solutions, which will give the project a better understanding as to the impact on the schedule.

## Project Status Scorecard

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<br/>December 2018</u> | <u>Current Status<br/>January 2019</u> | <u>Overall Comments</u>  |
|--|---------------------------------------|--|--|
| Overall                                | YELLOW                                | YELLOW                                 | Deployment Group 2 (DG2) Scope/Schedule are currently considered YELLOW by the QA team.  |
| SBCTC/<br>Governance                   | GREEN                                 | GREEN                                  | The Governance framework continues to work as expected.  |
| Project<br>Management                  | GREEN                                 | GREEN                                  | The PMO is fully staffed and working well together. PMO team members are continuing to address improvements in project management processes.   |
| Phase Scope                            | YELLOW                                | YELLOW                                 | QA remains concerned that the 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.<br><br>The delivery of the new ctcLink Administrative Security module is now scheduled for February.   |
| Schedule<br>Status                     | YELLOW                                | YELLOW                                 | With the Deployment Group 2 full Go-Live date now targeted for October 2019, the overlap of schedules and resource constraints now directly impact all Deployment Groups. Focus on work streams for DG2 and at the same time supporting Deployment Groups 3 and 4 activities requires schedule compressions and complex allocations of key project resources.  |
| Training                               | RED                                   | RED                                    | At this time, QA considers this Training workstream as RED. However, it is now trending to YELLOW. The development of Training Course materials is significantly behind schedule. The PMO is recovering this schedule by reallocating resources and procuring external consulting support. PMO is implementing a series of short-term Sprints to better focus resources on sequencing required materials to accomplish scheduled delivery of pre-training for User Acceptance Testing by the DG2 Colleges. |
| Testing                                | YELLOW                                | YELLOW                                 | The QA team views Project Testing at this time as a YELLOW status. However it is now trending to GREEN given changes being made by the PMO. The DG2 Testing workstream remains a concern since it relies heavily on the availability and expertise of functional project staff.  |
| Configurations<br>/Data<br>Conversions | GREEN                                 | GREEN                                  | System Configurations and Data Conversion Cycle 3 for DG2 are now underway. Assignments of technical lead roles were made by the PMO to improve control over the workstream.   |

|   |              |              |   |
|---|--------------|--------------|---|
|   |              |              | The Chart of Accounts (standard General Ledger) has been now configured. FLC colleges will need to take ownership and control over their data management responsibilities.  |
| <b>Organizational Change Management (OCM)</b> | <b>GREEN</b> | <b>GREEN</b> | OCM is now actively engaged in multiple areas, all focused on getting DG2 and DG3 colleges ready for deployment. DG3 Project Kickoff was held in late January. DG4 preliminary activities also started in January. Nine additional Common Business Process (CPW) sessions are now being scheduled for 2019.   |
| <b>Project Staffing</b>                       | <b>GREEN</b> | <b>GREEN</b> | Overall ctcLink project staffing is okay at this time. PMO is using consultants/contractors to recover the schedule for development/delivery of online Training course materials. A contract was signed with a firm to focus on UAT training materials for the Finance pillar.<br><br>QA and the PMO remain concerned that the overlap of Deployment Groups 2 and 3/4 may require additional project and including contractor resources.  |
| <b>Technical Environment</b>                  | <b>GREEN</b> | <b>GREEN</b> | Future PeopleSoft updates/bundles and 3rd party software installation and support work is being managed outside of the project responsibility by the IT Division. A software product (PETA) was acquired by SBCTC IT to be used to more efficiently test software updates with automated test scripts. The implementation of these test scripts will require project and support resources over an extended timeframe.<br><br>Overall planning of these changes needs to be tightly integrated with the ctcLink Deployment Group 2 and 3/4 schedules. This becomes more challenging with the overlap in implementation schedules. |

| LEGEND                  | GREEN   | YELLOW   | RED   |
|-------------------------|---|--|---|
| <b>Risk Description</b> | 1) Low risks may be encountered<br>NO immediate action needed | 2) Moderate risks may be encountered<br>Serious deficiency and action item recommended | 3) High risks may be encountered<br>Needs to be escalated and can impact project effort or cost |

## Quality Assurance Findings

### Governance

- The Steering Committee met on January 15, 2019 and January 29, 2019. The scope and status of the ctcLink Project were presented and discussed during these meetings. The Steering Committee has approved the selection of Campus CE as the replacement for the PeopleSoft solution for Continuing Education. A Steering Committee subgroup with participation of the college SMEs will be analyzing the implementation options for recommendations to Governance.

### Scope

- Security Module
  - SBCTC IT and the ctcLink Project have undertaken the re-design of the security approach used by the PeopleSoft application software.
  - It is now forecasted to be available in February.
  - The software will still require testing and college defined changes to their role/administrative approval authorities. FLC colleges will have an opportunity to adopt the new security roles and controls in advance of DG2 go-live. Decisions on deployment timing need to be made.
  - The project team will work with the colleges to help them develop their individual security setups.
- There are a number of other in-scope items which are outstanding and being closely watched by the QA Team, including:
  - **Continuing Education Solution/Software Product** – Campus CE selected/recommended by VEST team and approved by Governance. 18 of the WACTC Colleges already use the Campus CE product.
  - **Physical Inventory Software Product** - 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** - The subcommittee is developing a short list of best /possible solutions to meeting the requirements. It may require an RFP process.
  - **Planning and Budgeting Tool** - The Hyperion product has been de-scoped from ctcLink. Committee will be formed to review, finalize, and approve Budgeting requirements beginning early 2019. Committee to review requirements against Oracle PBCS solution.
  - **Dashboards and Analytics/OBIA** - 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. Timing for inclusion in a specific DG implementation is not available at this time.
  - **Guided Pathways** - The Steering Committee approved an approach for gathering business requirements. This work is now starting. Colleges have selected a implemented a number of different solutions to meet Guide Pathways at their colleges.
  - **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.

## Schedule

- The implementation of the new standard Chart of Accounts (CoA) is a significant Governance approved change to the ctcLink Project.
  - The QA concern and the specific project CoA risk involve meeting an aggressive timeframe from task initiation to completion and possible impact for the DG2 implementation schedule.
  - Finance Pillar functional staff and SBCTC Finance will be providing assistance to the FLCs during their transition to the new CoA. First scheduled planning meeting with Spokane was held the end of January.
- Project Kickoff meeting for DG3 was scheduled for January 28, 2109.
- 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 4 is now also in the mix and will be impacting key resources.
- The Integrated Work Plan (IWP) for DG2 has multiple workstreams being overall managed by members of the PMO. The PMO will be using a standard Project Management approach that uses multiple short-term and sequenced training deliverables targeted to college staff participating in UAT testing of their major business processes. This approach for delivering training courses, as identified as Sprints, can improve workflow control and project assignments. Scheduling is being resourced and tracked by teams, not specific individuals.
- As of January, the Remediation Activity for Community Colleges of Spokane (CCS) as self-reported remains RED. The project PMO is routinely reporting on status of remaining Remediation items. While QA understands the concern of CCS, QA is comfortable that remediation activity will be completed in a timely manner as agreed upon previously.
  - 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. Remediation scope also includes the Budgeting Planning Solution, the Online Admissions Solution, and the Continuing Education Solution.
- AFRS CEMLI is not completed. It has been delayed due to the availability of the testing team. Now targeted to use January 2019 data for February 2019 testing.

## Training

- QA is concerned about the progress being made in the training workstream. The PMO and new Training Manager are addressing this workstream.
  - The revised scope and plans for ctcLink Training 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.
  - There are 60 planned courses within the scope for delivery of business process training. Some of these courses are new, covering special processes. Overall intent is to maximize creation of online content.
  - The Sprint PM methodology will be used by the PMO to schedule content delivery of these courses specific to when the training is planned used or available.



- The Training team working closely with project functional staff has redeveloped the PeopleSoft fundamentals courses for use with Global Design Adoption (GDA). These new on-line GDA courses were designed for repeatable use with post DG2 deployment groups. GDA training scope consists of a cross-pillar course and 5 pillar specific courses with 22 sub-modules. This is a major achievement leveraging prior work products and lessons learned during the DG2 GDA phase. The first use of the GDA courses were used with the January 28<sup>th</sup> Project Kickoff with DG3 colleges.
- A contract was signed with a consulting firm in January to develop training content for the PeopleSoft Finance pillar. The contractor is scheduled to begin work in early February. Project budget should cover these costs at this time.
- It is current QA understanding that Courses will be offered to all Deployment Group staffs with priority for those already deployed and those participating in the implementation cycle.
- The QA team currently assesses the status of Training as RED, but given the Sprint approach, views this area as trending to YELLOW for February.

### Testing

- QA is concerned about the progress of the Testing workstream.
  - SBCTC IT Test Manager is external to the Project and has other non-project responsibilities, including testing of the numerous updates/environments used for PeopleSoft production.
  - The SBCTC IT Testing team acquired the Automated Testing software which is now installed; however it will take a long timeframe to fully automate the functional test scripts, and require active participation of ERP and Project functional staff at a time that staff is focused on other priority assignments.
  - Parallel testing prior to FLC Go-live was limited to payroll processing. The PMO is now considering additional areas for parallel testing, including student financial aid and month end close. Pillar leads are currently defining their planned strategy for inclusion of additional parallel testing with scope of DG2.
  - Project Testing will need commitment of college participation to perform more rigorous testing of business processes in this phase and future implementations.
  - The PMO is addressing the internal leadership for Project Testing to ensure focus on the project implementation requirements and schedules. ctcLink staff assignments have been made to coordinate the testing workstreams.
  - The QA team currently assesses the Testing area as YELLOW; however, this area is now trending to Green.

### Configurations/Data Conversions

- Problems with FLC YE Closes highlighted the critical issues with previous data conversions. This area is now evaluated as a higher risk for future deployments to ensure the data mapping and results are properly reviewed and vetted by the colleges prior to production implementation.
- Conversion Cycle 3 is now underway.
- Local college specific configurations are being built by the project functional teams.
- The ctcLink Project Technical team is interested in procuring STAT, an ERP Change Management Software product for use with Oracle/PeopleSoft ERPs. It enables the securing of code changes and migrations, applying/updating configurations, and enforcing rules when

moving application software between system environments. QA team views this as a positive activity with long-term benefits.

- The STAT product has been approved and is being planned for at this time. No implementation date is currently identified.

#### Organizational Change Management

- Nine additional Common Process Workshops (CPW) are currently being scheduled for 2019.
- ctcLink functional staff continue to support these workshops.
- Governance is being used to authorize system-wide changes resulting from the CPW workshops.

## Recommendations

The following shows the open and recently closed recommendations with current updates from the QA and Project Teams.

- QA 0006 Finding:** The lessons learned during implementation/post implementation of the FLC Colleges indicated that knowledge transfer requires an assessment of training effectiveness and the operational skills required by administrative staff specific to business processes.

**Recommendation:** 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 Finding:** The Month-end and Year-end close are key business processes that were not documented in sufficient detail. For the past 3 years, FLC colleges have struggled with these business processes and have relied on SBCTC Finance Support staff and Project personnel to assist them with operational aspects of these processes.

**Recommendation:** 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.

**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. QA would expect the documentation work to be completed.

- QA 0131 Finding:** Since the implementation of the FLC Colleges and the Remediation project, there have been many process improvements by SBCTC and the ctcLink PMO that should be documented. Most of these were based on the lessons learned.

**Recommendation:** 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 activities. **QA Update-** This is still an Open recommendation. The PM for Internal Quality Management is currently preparing a report showing FLC Lessons Learned, Specific Process Improvements, current Project status. QA expects to review this report in early 2019.

- **QA 0132 Finding:** AFRS is the State Financial System. The PeopleSoft AFRS CEMLI will be used by SBCTC Finance to report College Financials in the format as required by the Office of Financial Management (OFM). The status of this CEMLI is a long standing QA concern. During the Remediation Project, due to project resource constraints, this work was put on-hold.

**Recommendation:** 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. SBCTC ERP Support and ctcLink project resources are continuing to work through testing of the CEMLI. Latest date is February 2019.

- **QA 0134 Finding:** The ctcLink PMO has filled a position for internal project quality management. The individual is new to this role and the PMO processes for internal quality assurance are being defined.

**Recommendation:** 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. **QA Update:** This responsibility has been reassigned and QA considers this closed moving forward.

- **QA 0140 Finding:** The ctcLink PMO has reviewed FLC lessons learned for effective knowledge transfer given the complexities of educating and qualifying college administrative staff to properly perform business processes using the PeopleSoft software. The concept for Training Delivery (August 2018) has been revised and has major benefits for the ongoing education of college administrative staff in ctcLink business process and PeopleSoft functionality.

**Recommendation:** 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. **QA Update-** New Training Manager with support from the other ctcLink PMs are currently analyzing/dissecting what Training Materials will be needed for each of the 60 planned training courses and what the level of Functional Analysts are needed to meet the schedule. ctcLink Functional Analysts (SMEs) are needed to review and edit functional content at a minimum. **QA Update-** QA is considering this closed at this time.

- **QA 0143 Finding:** During the FLC Phase Project, the status of CEMLI delivery and testing was problematic. Many of these CEMLI were not delivered until 2 weeks before Go-live, were not tested, and resulted in many operational errors.

**Recommendation:** QA team recommends that a list of all CEMLI 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. QA team would like to review this list monthly. **QA Update:** CEMLI

Master List is not complete/available for QA review. Currently a work-in-progress. **SBCTC Update:** All retrofit work has been complete by development from compare reports. The developers need to now go back and align the updated objects to the CEMLI and CEMLI design. These FDD/TDD's are important to be update for the transition to the support organization.

- **QA 0144 Finding:** 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. The development of course content is still not individually scheduled in the Integrated Work Plan (IWP).

**Recommendation:** 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, Simulations, Assessments and On-Line References materials linked to Business Processes, and Videos. QA team would like to review this list monthly. **QA Update:** New Training Manager is reviewing scope and dissecting planned content for the DG2 Training to be delivered. Scope and detailed schedule for delivery of training content is not available. Currently a work-in-progress.

- **QA 0145 Finding:** The schedule for development of Training Course materials required for DG2 has now become RED. QA will keep this as RED until the PMO has implemented a series of corrective actions and are recovering it. There are 60 courses to be developed. The pilot course was to be completed in September and is still not completed. The new Training concept objective is to maximize online courses.

**Recommendation:** QA recommends that the PMO expedite bringing on qualified contractors/consultants to recover the schedule. **QA Update:** PMO changed management of the Training workstream in November. This new Training Manager is analyzing and dissecting the scope of the Training Materials requirement and what is needed for the delivery of end-user training. Training needs to be focused on the most critical of the business processes used by the WACTC colleges. **QA Update-** Contract resources have been brought on to address this issue. QA considers this closed at this point.

- **QA 0147 Finding:** The current status of Testing UAT Framework and schedule is another major area of QA concern. The concept for UAT addresses lessons learned with FLC implementation. It incorporates on-line training components for use by college staffs involved with UAT tasks. QA views this very positive; however delivery of the training materials now is linked to this Testing Framework.

**Recommendation:** QA team would like to review the detailed schedule for UAT activities and planned Project staffing workload to support the enhanced training scope.

## Project Management Book of Knowledge Assessment

Per the Washington State OCIO's Standard 132.30 Minimum Project Quality Assurance Activities, the project is assessed against the ten (10) Project Management Book of Knowledge (PMBOK) practice areas.

**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?*

- All three levels of Project Governance are now actively engaged within the ctcLink Project.
- The Project Management Office (PMO) is fully staffed and closely monitoring task status of the Integrated Work Plan (IPW) on a weekly basis.

**Project Scope Management** - *Does the project include an approach to managing scope to ensure the project success?*

- Based on the implantation of the revised project governance and the establishment of a baselined project plan, QA believes the project team has developed an approach to managing scope that can lead to project success. Latest use of Sprints is viewed as a very positive approach for managing scope of training deliverables.

**Project Time Management** - *Is the project effectively managing the timely completion of the project?*

- The ctcLink team and Colleges within Deployment Group 2 are now working on a schedule that has Go-live targeted for October 2019. Deployment Group 3 implementation kicked off at the end of January. Deployment Group 4 preliminary work is also now starting. 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.

**Project Cost Management** - *Is the project routinely estimating, budgeting, managing and controlling costs so that the project can successfully complete?*

- 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.
- Currently, the project budget shows a surplus but this money is included in future, planned expenditures.

**Project Quality Management** - *Is the project defining quality measures and using continuously improving processes to achieve project outcomes?*

- As recommended by QA, the ctcLink Project Director has assigned a Project Manager from the PMO responsible for internal project quality management. The PMO and Project Team has added staff and implemented improvements in processes.

**Project Human Resource Management** - *Is the project acquiring, developing and managing appropriately skilled and adequately staffed project teams?*

- The PMO continues to make adjustments in staffing and including use of consultants and contractors. This will be ongoing and is to be expected.

**Project Communications Management** - *Is the team identifying stakeholders and supporting timely, appropriate and accessible communications over the project's life?*

- 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.

**Project Risk Management** - *Is the project effectively identifying, analyzing, and controlling project risks and issues?*

- 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 and discussed as part of Project Governance meetings.
- The ctcLink PMO has a PM assigned to facilitate Risk/Issue Management and uses a Microsoft SharePoint web tool to report and track status of identified and mitigation assignments.

**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?*

- SBCTC has been able to utilize the Supplemental Staffing agreements to add PeopleSoft consultants to the project.
- The project has been able to identify and procure specialized skills required for certain deliverables, including the security framework and managed services.

**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?*

- The ctcLink Governance framework is now operational at all levels. And it is working!
- 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.

**Tracking/Reporting Assessment** - *An assessment of the accuracy of the project's tracking of progress toward milestones and budget estimates.*

- The PMO Project Manager with responsibility for Integrated Work Plan (IWP) project scheduling and reporting is now fully engaged. Microsoft Project is being used to plan and track the DG2, DG3, and DG4 work. Pillar PMs and Workstream PMs/Leads are routinely reporting status.
- The status reporting of progress vs. baseline plan is still an Open item at this time. QA team expects this aspect will be corrected by the PMO as the training timeline is solidified.
- Tracking of status of training courses is being addressed by the PMO.

## 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:

- Implementation of a new Chart of Accounts with College active participation.
- Overlap of Deployment Group 2 with Deployment Group 3/4 workstreams.
- College participation in reviewing their data conversions for accuracy.
- College active participation in delivered training and testing business processes.
- Unknown scope impact of 3<sup>rd</sup> party Software solutions on DG2 schedule and resources.

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.