



## **ctcLink Project Quality Assurance**

### **Monthly Report – February 2019**

*Presented to:*



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

*By:*



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## Cover Letter

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

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

Sincerely,



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## Executive Summary

The two project areas that have concerned QA in the past, training and testing, continue to concern QA the most. However, we do continue to see progress in both of these areas and believe they will continue to move forward in a positive manner. Training was the area that QA was most concerned with its progress, causing it to be considered RED in its status. Changes in the training team leadership is viewed as positive by QA and the project has contracted with an outside firm to assist in developing training materials. While the impact to budget will need to be considered, this was a necessary step in making this area successful in a timely manner. While still considered RED, QA believes this area continues to trend to YELLOW.

Testing was a second area that was falling behind and considered 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 PMO is adding another PeopleSoft (PS) experienced, key resource to the project team for management of this project workstream. The QA team currently assesses the Testing area as YELLOW; however, this area continues its trend to GREEN.

The implementation of the new Chart of Accounts (CoA) is a major risk, but many positive actions have occurred recently. One of these is that CCS has completed its mapping of Department IDs and programs to the new CoA. QA believes the project is managing the risk of the new CoA effectively at this time.

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. As reported to the Steering Committee, action continues to occur around each of these solutions, giving the project a better understanding as to the impact on the schedule.

There have been a couple of environment issues which occurred recently which QA will monitor going forward. One of the technical environments was refreshed unexpectedly, causing some loss of work and schedule time. Also, PeopleSoft updates for 2,000+ Image/Objects were not being applied with the current Managed Services process.

Organizational Change Management is now actively engaged in multiple areas, all focused on getting DG2 and DG3 colleges ready for deployment. DG4 preliminary activities for support of project kickoff are underway. The eight remaining Common Business Process (CPW) sessions are now scheduled for completion by August 2019.

QA also participated in the next step of the IT Pool Gate request. QA was part of a working session to review the Gate 2 deliverables and validate the Gate 3 planned deliverables. QA believes the project has satisfactorily met the requirements of this process and certifies its acceptance of the associated deliverables.

## 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 (DG2) effort; however, future Deployment Group work is included in our review.

**ctcLink Project Assessment Scorecard**

<u>Project Area</u>	<u>Prior Status January 2018</u>	<u>Current Status February 2019</u>	<u>Overall Comments</u>
Overall	YELLOW	YELLOW	Overall project remains YELLOW as assessed by the QA team.
SBCTC/ Governance	GREEN	GREEN	The Governance framework continues to work as expected. At the 2/28 Steering Committee meeting, proper governance was shown in approving the move of two colleges from DG4 to later deployment groups.
Project Management	GREEN	GREEN	The PMO is making adjustments, 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.
Schedule Status	YELLOW	YELLOW	The overlap of DG2/3/and 4 schedules and resource constraints now directly impact all Deployment Groups. There has been some schedule compression and key project resources are heavily allocated to tasks.  The execution of DG2 Systems Integration Testing (SIT) has been delayed by 3 days due to problems encountered in February with readiness of the technical environments. The project and QA expect this to be corrected by March to recover DG2 schedules.
Training	RED	RED	At this time, QA still considers the Training workstream RED. However, it continues trending to YELLOW. The PMO has reassigned PM staff to improve management of this workstream. The development of Training Course materials is significantly behind schedule. The PMO has now contracted for external consulting support to deliver training materials for all 3 pillars. PMO has planned short-term sprints to better focus resources to accomplish delivery of pre-training for DG2 User Acceptance Testing (UAT).
Testing	YELLOW	YELLOW	The Project Testing workstream remains as a YELLOW status. However, it continues trending to GREEN given changes being made by the PMO. The

			<p>PMO is adding another PeopleSoft (PS) experienced, key resource to the project team for management of this workstream.</p> <p>The DG2 Testing workstream remains a concern since it relies heavily on the availability and expertise of functional project staff. This same staff is needed for Training and other tasks.</p>
<b>Configurations /Data Conversions</b>	<b>GREEN</b>	<b>GREEN</b>	<p>Technical work for DG2 System Configurations and Data Conversion Cycle 3 is complete. DG2 Colleges are reviewing data. Cycle 4 Planning and Technical Preparatory tasks are now underway.</p> <p>The Chart of Accounts (new standard General Ledger) has been now configured. FLC colleges will need to take ownership and control over their data management responsibilities.</p>
<b>Organizational Change Management (OCM)</b>	<b>GREEN</b>	<b>GREEN</b>	<p>OCM is now actively engaged in multiple areas, all focused on getting DG2 and DG3 colleges ready for deployment. DG4 preliminary activities for support of project kickoff are underway. The eight remaining Common Business Process (CPW) sessions are now scheduled for completion by August 2019.</p>
<b>Project Staffing</b>	<b>GREEN</b>	<b>GREEN</b>	<p>Overall ctcLink project staffing is adequate at this time. PMO continues to make staffing adjustments as appropriate to meet workstream requirements. PMO has contracted for consultants/contractors to recover the schedule for development/delivery of online Training course materials. Contract scope has now been extended to include all three pillars.</p> <p>QA and the PMO remain concerned that the overlap of Deployment Groups 2, 3, and 4 may require additional project and contractor resources.</p>
<b>Technical Environment</b>	<b>GREEN</b>	<b>YELLOW</b>	<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 needs to be tightly integrated with the ctcLink Deployment Group 2, 3, and 4 schedules. This becomes more challenging with the overlap in implementation schedules. A number of recent problems with the environments have surfaced that impact the DG2 Project schedule and are now being addressed.</p>

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

## Quality Assurance Findings

### Governance

- The Steering Committee met on February 12 and February 26, 2019. The Executive Leadership Committee met on February 14<sup>th</sup>. The scope and status of the ctcLink Project were presented and discussed during these meetings.

### Scope

- Security Module
  - SBCTC IT and the ctcLink Project have undertaken the re-design of the security approach used by the PeopleSoft application software.
  - The security framework is complete.
  - SBCTC IT has hired a Security Analyst to help with college security implementations. The project understood that the college security implementations required more than a “here’s a spreadsheet” approach in order to achieve optimum success in a timely manner.
  - The software configuration changes 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.
- 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. SBCTC IT and the ctcLink project will support those colleges that decide to utilize the standard Campus CE product. There is not a signed contract at this time and funding remains an Open item.
  - **Online Admissions -** The subcommittee is developing a short list of best / possible solutions to meeting the requirements. It may require an RFP process. A series of Quick-Win short-term improvements in the current PeopleSoft software are now being developed by the ctcLink Project team. This work is expected to be completed by mid-April.
  - **Physical Inventory Software Product -** This product scope is currently planned to be in-scope for Deployment Group 2 but may be delayed. Vendor solutions status is delayed to evaluate new functionality within PeopleSoft.
  - **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. There is a 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 and implemented a number of different solutions to meet Guided Pathways at their colleges.

- **Information Broker (IB)** – 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 are providing assistance to the FLCs during their transition to the new CoA. Both FLCs are now engaged and working on CoA transition activities. Spokane has now provided the ctcLink project team with their changes in Department IDs and programs.
- DG3 Project work activities are now underway. DG3 Global Design phase is complete and Business Fit/Gap review sessions started in February. These are scheduled to continue through May. DG3 Colleges are actively engaged in these meetings. The PMO is juggling project resources between DG2 and DG3 activities. DG4 is now entering the overlap mix and will be impacting key resources. DG3 colleges are now self-reporting status of their implementation activities. This is included in the PMO reporting for the ctcLink overall project.
- 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 DG2 college staff participating in User Acceptance Testing (UAT) 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.
  - The first of the 6 UAT Sprints is scheduled to start on April 1<sup>st</sup> and end on April 25<sup>th</sup>.
  - To meet the UAT schedule, the PMO has contracted with GP Strategies for consultant delivery of pre-UAT training materials. Training material development continues to be RED at this time. PMO is reviewing base requirements for the DG2 scope of end-user training.
- The scheduled execution of Systems Integration Testing (SIT) was delayed by 3 days due to technical problems with the Testing environments. These problems are now being addressed.
  - The SIT workstream is an internally staffed project activity.
- As of February, 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 continues to be 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 Application (OAA) Solution, and the Continuing Education Solution.



- The scheduled testing of two major Remediation Items (Absence Management module changes) and developed improvements in Faculty Workload were also impacted by technical problems with the Testing environments.
- Functional documentation for AFRS CEMLI was completed and technical documentation is being developed. AFRS testing has started.

### Training

- QA is concerned about the progress being made in the training workstream. The PMO has reassigned PM responsibilities for the Training 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.
  - The DG2 scope for delivery of business process training involves maximizing creation/availability of online content for self-paced end-user learning.
  - The Sprint PM methodology will be used by the PMO to schedule content delivery of these courses specific to when the UAT training is planned, used, or available.
  - The contract with a GP Strategies was expanded to develop training content now for all 3 PeopleSoft pillars. The contractor began work on the Finance pillar in February. Use of consultants/contractors to develop ctcLink training materials is impacting project budgeted costs at this time but is a necessary expense to keep the project on track.
  - The PMO is making staffing adjustments in the Project Training team as appropriate.
  - The QA team continues to assess the status of Training as RED, but given the Sprint approach and other PMO initiated changes, continues to view this area as trending to YELLOW.

### 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.

- The PMO is adding an experienced PS/HE Test Consultant for planning and management of this workstream.
- The QA team currently assesses the Testing area as YELLOW; however, this area is 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.
- DG2 Conversion Cycle 3 technical work is now completed and DG2 colleges have started reviewing data.
- Preparations for Conversion Cycle 4 have now started.
- The Technical team has made good progress in improving the quality of data conversions, reporting very high conversion rates. Team also reports that the timing for running conversion scripts has been reduced on the average from over 3 hours to 1 hour.
- Local college specific configurations are being built by the project functional teams.
- It was reported in late February that PS updates for 2,000+ Image/Objects were not being applied with the current Managed Services process. This issue is being addressed by the PMO and SBCTC IT. It has impacted ctcLink Testing and Development workstreams.

### Organizational Change Management

- Testing of business processes developed in the Common Process Workshops (CPW) has been continuing.
- Eight (8) additional CPWs are currently scheduled to be completed by August 2109.
- ctcLink PMO and functional project staff continue to support these workshops.
- Governance is being used to authorize system-wide changes resulting from the CPW workshops.
- OCM is wrapping up assessments for the on-line courses used with the Global Design (GDA) for DG3.
- OCM is getting prepared for kickoff of the DG4 Peer Review Process of Initiation Phase Gate Deliverables.
- Planning underway for next PM Summit tentatively scheduled for May.
- OCM team working with ctcLink Communications team to coordinate detailed schedule of communications item delivery corresponding to college phase gates and implementation schedules.

### ERP Support

- SBCTC is addressing improvements in IT processes to coincide with the expected ctcLink deployments of additional colleges over the next couple of years.
- One initiative gaining traction with the colleges involves determining requirements for creating ctcLink Service Level Agreements (SLAs) between SBCTC IT and each college. These SLAs would be measurable and basis for reporting performance.
- SBCTC IT and Business Operations expects to add personnel to the ERP Support teams based on ramp times for critical skills.
- The Deputy Director/CIO expects to utilize contractors for short term staffing during peak situations.

## 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. **SBCTC Update:** The ctcLink project team is now documenting project lessons learned in which the team has taken immediate action or change based upon the implementation activities or college feedback to improve that activity for the next college deployment group.

- **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. Testing of the AFRS CEMLI was underway in February. Functional documentation was completed and technical documentation under development. **SBCTC Update:** The team is updating the functional/technical design to prepare for testing of the configuration and customization for this process to be complete.

- **QA 0143 Finding:** 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.

**Recommendation:** 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. **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. CEMLI master has been developed, retrofit work identified and completed up to our current image release and requested that it be moved to Functional for testing by our deadline of 2/19. **SBCTC Update:** Each Image update will require an analysis and any additional retrofit will go through our formal testing stages until we reach our identified go-live Image versions. **SBCTC Update:** All CEMLI's from initial retrofit work passed but one item. Third-party integration retrofit work is in progress.

- **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. **SBCTC Update:** Currently a work-in-progress.

- **QA 0147 Finding:** The current status of Testing, the 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 *what is required* 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. **SBCTC Update:** In progress.

- **NEW QA 0148 Finding:** The capability of the ERP Support Teams to hire subject matter personnel with PeopleSoft and Higher Education System experience is very challenging. This has been a recognized problem from the inception of the ctcLink project. Staff that are hired typically do not have the PeopleSoft product knowledge as it applies to how our community and technical colleges operate.

**Recommendation:** QA team would recommend that ERP staff participate in online courses when these become available to advance their basic knowledge of PeopleSoft applications as applied to the business processes used by the community and technical colleges.

## 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.
- The PMO is making appropriate adjustments to the PM assignments as workstream issues arise.

**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 for UAT 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 (Initiation Phase Gate 1) has now started. 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.
- The cost for consultants/contractors to develop training materials needs to be assessed by the PMO relative to current budget impact.

**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.
- The project continues to engage the colleges, as appropriate, using a variety of methods.

**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.

## 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 FLC active participation.
- Overlap of Deployment Group 2 with Deployment Group 3/4 workstreams.
- College participation in reviewing their data for conversions accuracy. The project has to have confidence that the colleges are confident in their data.
- 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.