



ctcLink Project Quality Assurance

Monthly Report – March 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 Training area is an area that has been of greatest concern to QA over the past several months. During March, the team made significant progress towards alleviating QA's concerns. As a result, QA considers Training to now be YELLOW status. The decisions and actions taken by the project have enabled recovery of this key workstream. The external contractor supporting delivery of training materials has made good progress with the Finance and HCM pillars. The project has decided to coincide just-in-time targeted training with UAT Sprints. Training activities will occur in the morning and testing activities will occur in the afternoon, which achieves a number of positive benefits.

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 has added another PeopleSoft (PS) experienced, key resource to the project team for management of this project workstream. This person has started part time, with full time work expected in June. While the QA team currently assesses the Testing area as YELLOW, this area continues its trend to GREEN.

In regards to remediation, significant items were completed in March. Two major remediation items, Absence Management module changes and developed improvements in Faculty Workload, were implemented in March. CCS has requested a minor enhancement to Faculty Workload that is being developed at this time. Also, AFRS was moved into production in March. SBCTC Finance has now assigned a staff member to support PeopleSoft/AFRS.

There continue to be a number of very positive activities happening in support of the colleges as they move towards implementation, including the PMO contracting with a Consultant to support the college security implementations. This person is currently building a software tool and templates to enable colleges to effectively manage their assigned business process security roles.

Other activities include planning for the next PM Summit which is scheduled for May. Breakout sessions are being scheduled for College PMs to present their experience with their deployment activities. The OCM team is working with the ctcLink Communications team to coordinate detailed schedule of communications item delivery corresponding to college phase gates and implementation schedules. This work involves creating standard communication templates for colleges to utilize.

QA also wants to highlight the positive environment that is seems to be present throughout the project. QA is impressed by the overall positive morale that seems to exist across all the project areas, with team members still understanding the significant work that remains to reach project success.

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 February 2018</u>	<u>Current Status March 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. Meetings are held according to schedule, with materials distributed beforehand, and decisions are being made at the appropriate levels.
Project Management	GREEN	GREEN	The PMO continues to make 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.
Training	RED	YELLOW	QA considers the Training workstream to now be YELLOW. The decisions and actions taken by the PMO have enabled recovery of this key workstream. The external contractor supporting delivery of training materials has made good progress with the Finance and HCM pillars. PMO has decided to coincide just-in-time targeted training with UAT Sprints which achieves a number of positive benefits.
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 PMO has added another PeopleSoft (PS) experienced, key resource to the project team for management of this workstream. 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.

Configurations /Data Conversions	GREEN	GREEN	Technical work for DG2 System Configurations and Data Conversion Cycle 4 is underway with good results reported.
Organizational Change Management (OCM)	GREEN	GREEN	PMO/OCM is actively engaged with all colleges now involved with their Deployment Groups. QA remains concerned that PMO focus remains on the DG2 schedule. The remaining Common Business Process (CPW) sessions are now scheduled for completion by August 2019.
Project Staffing	GREEN	GREEN	Overall ctcLink project staffing is adequate at this time. PMO continues to make staffing adjustments as appropriate to meet workstream requirements. QA and the PMO remain concerned that the overlap of Deployment Groups 2, 3, and 4 may require additional project and contractor resources. Project leadership and staff morale is positive given schedule pressures.
Technical Environment	YELLOW	YELLOW	Future PeopleSoft updates/bundles and 3rd party software installation and support work is being managed by the IT Division outside of the project responsibility. 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.

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

Quality Assurance Findings

Governance

- The Steering Committee met on March 12, 2019. The Executive Leadership Committee met on March 21, 2019. The scope and status of the ctcLink Project were presented and discussed during these meetings. QA and the OCIO representatives routinely attend these meetings.
- PMO is now requesting signoffs from the Deployment colleges for project deliverables.
- Deployment Groups 3, 4 and 5 have a good understanding of the Project Gates and planned activities.

Scope

- Security Module
 - The PMO has contracted with a Consultant to support the college security implementations. This person is currently building a software tool and templates to enable colleges to effectively manage their assigned business process security roles.
 - 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** - Selected vendor for Campus CE solution has been notified to begin negotiations.
 - **Online Admissions** - The subcommittee has a short list of best /possible solutions to meeting the requirements. There are 3 solutions that are being considered. 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. Development work is underway and expected to be completed by mid-April.
 - **Physical Inventory Software Product** - This product scope is currently planned to be in-scope for Deployment Group 3 but may be delayed. Vendor solutions status is delayed to evaluate integration with asset tracking scanners directly with ctcLink PeopleSoft.
 - **Planning and Budgeting Tool** - Committee formed to review, finalize, and approve Budgeting requirements.
 - **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) represents a significant Governance approved change to the ctcLink Project.

- The target date for FLC production implementation of the new CoA is July 1, 2019.
- The QA concern and the specific project CoA risk involve meeting an aggressive timeframe from task initiation to completion and possible impact for the overall 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.
- Status of CoA major activities is documented in the ctcLink Project Status report.
- Finance Pillar Lead is working on establishing criteria in order to determine if the CoA implementation was a success.
- DG3 Project work activities are now underway. DG3 Business Fit/Gap review sessions were underway in March. These are scheduled to continue through May. DG3 Colleges are actively engaged in these meetings. The PMO continues to juggle project resources between DG2 and DG3 activities. DG4 has now entered the overlap mix and is 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 current schedule for UAT Sprints continues through the month of August 2019.
- As of March, 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 two major Remediation Items (Absence Management module changes) and developed improvements in Faculty Workload were implemented in March. CCS has requested a minor enhancement to Faculty Workload that is being developed at this time.
 - Functional documentation for AFRS CEMLI was completed and technical documentation is being developed. AFRS was moved into production in March. SBCTC Finance has now assigned a staff member to support PeopleSoft/AFRS.

Training

- Given the evolving Sprint approach and other PMO initiated changes, QA currently views the status of Training workstream now as YELLOW. The PMO has reassigned PM responsibilities for the Training Workstream.

- The PMO has contracted with GP Strategies for consultant delivery of pre-UAT training materials. Training material development now is considered YELLOW since the contractor has made significant progress in delivering training materials for Finance and HCM pillars.
 - Training material builds for Financial Aid and Student Financials modules are complete.
 - Material build for Finance is now reported at 78% complete. This is significant since training materials for the Finance pillar were non-existent during the FLC implementation.
 - HCM material build is reported at 50% complete.
 - CS material build is currently reported as behind schedule; however, Training manager is pursuing a contractor to recover material build schedule in support of the Sprints.
- A recent decision has been made by the PMO and Training PM to incorporate a plan to use just-in-time training prior to the start of each UAT test session and have the trainers present and assisting during the UAT sessions to validate the delivered training and make on the spot adjustments based on observation. QA views this as a very positive approach to ensuring the quality of the training activities meets ctcLink management and college end-user expectations.
- The Systems Integration Testing (SIT) was underway in March. The SIT is an internal activity staffed with ctcLink functional personnel.
- Sprints basis as applied is intended to provide end-to-end training and testing and each Sprint to build upon the scope of prior Sprints.
 - To achieve above, the Training team will be working on up-lifting business process materials to better explain operational aspects.
- The PMO continues making staffing adjustments in the Project Training team as appropriate.

Testing

- QA remain concerned about the execution of the Testing workstream. The concern involves resources committed to Testing relative to other Project workstreams.
 - The PMO has now contracted for an external consultant to manage the Project specific testing activities. The Test Consultant is very experienced with PeopleSoft and Higher Education which will benefit the overall project.
 - This enables the current SBCTC-IT Test Manager to focus on the ctcLink production systems and related changes.
 - SBCTC IT Test team has installed the Automated Testing software. Work has started in developing the functional test scripts required to fully automate testing. It requires active participation of ERP and Project functional staff at a time that staff is focused on other priority assignments.
 - 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 currently assesses the Testing area as YELLOW; however, this area is trending to Green.

Configurations/Data Conversions

- The PMO made changes in assigning technical leadership roles. These changes have been very positive.
 - 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.
 - The Technical team has made good progress in improving the quality of data conversions, reporting very high conversion rates.
 - DG2 Conversion Cycle 3 technical work is now completed and DG2 colleges have started reviewing data.
 - Preparations for Conversion Cycle 4 have now started. Local college specific configurations are being built by the project functional teams.

Organizational Change Management

- OCM span of activity has been a plus gain with the leadership changes implemented by the PMO for the ctcLink project based on the FLC lessons learned.
 - 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/CS Core team planning a “Student Experience” session targeted for late April to get first hand practical observation of students using the new CS version 9.2 and Fluid.
 - OCM completed assessments for the on-line courses used with the Global Design (GDA) for DG3.
 - OCM using “participant surveys” after delivered activities. Asking participants by college to indicate if they are ready to move forward with the next sequenced activity. OCM survey results to be shared with College specific PMs.
 - Planning underway for next PM Summit scheduled for May. Breakout sessions being scheduled for College PMs to present their experience with their deployment activities.
 - OCM team working with ctcLink Communications team to coordinate detailed schedule of communications item delivery corresponding to college phase gates and implementation schedules. This work involves creating standard communication templates for colleges to utilize.

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.
 - SBCTC is implementing a product to automate IT change management for the PeopleSoft technical environments to save time and reduce risk. STAT for PeopleSoft should enhance the capabilities of SBCTC IT technical staff to more quickly deploy patches and upgrades with this change management tool.
 - It has been reported to QA that a number of college executives and their staffs remain concerned that SBCTC organizationally will be sufficiently staffed to support additional colleges as they are deployed with PeopleSoft ERP.
 - SBCTC IT and Business Operations expect 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.
- 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.

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 Response to SBCTC Action** - Training Approach was approved by the Steering Committee on 3/12/2019 and shared with cELC. We consider this recommendation complete and consider this closed.
- **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. **SBCTC Update:** 3/22/2019: AFRS is currently in PQA and will move to Production early next week. **QA Update –** QA considers this item closed now.

- **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 Update –** QA considers this item closed now.

- **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. As of 3/22/19, the detailed schedule and planned project staffing resides in the DG2 project plan that is available in PWA. **QA Update -** QA considers this item closed now.

- **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.

- **NEW QA 0149 Finding:** Materials are being created by the Training staff and contractors to meet the Sprint schedule. QA is concerned that these materials will need vetting.

Recommendation: Materials created by the Training staff and contractors need to be reviewed and adjusted by the project functional staff. It is recommended that the Training team receives quality feedback from DG2/DG3 colleges.

- **NEW QA 0150 Finding:** The PMO is currently changing the concepts for delivering training for DG2. These changes should address many of the problems encountered during the FLC implementations. QA views these changes as being positive.

Recommendation: The latest planned approach changes in delivering instructor led training during the UAT Sprints need to be clearly communicated to Deployment Groups.

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. All Deployment Group are now active. 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, Project Steering Committee, and ctcLink Executive Leadership Committee on a regular basis.
 - 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. The project has recently had success hiring a number of staff with PeopleSoft HE expertise.
- 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.
- Recent contract for development of UAT Training materials has been effective and has enabled the critical Training workstream to transition to YELLOW status.

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 3rd 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.