



ctcLink Project Quality Assurance

Monthly Report – April 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

Training and Testing are two areas which have been of great concern to QA over the past several months. Both areas have continued to make solid progress. Through the use of outside contractors, the Training team has been able to develop the content necessary for User Acceptance Testing (UAT).

Testing 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 continues to assess both Training and Testing areas as YELLOW, these areas continue to trend to GREEN.

The redesign of the Chart of Accounts continues to be a high risk area that concerns the QA team. While we believe that the project has a good handle on this effort, there continue to be nagging issues that arise and need to be resolved. Because of the complexity of this effort, we presume that similar types of issues will continue in the future, raising the risk of this part of the project.

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. This effort is still in progress, impacting the ability of colleges to have production-like security roles set up for initial UAT testing. While this work will be of great benefit to the project over the long haul, it has taken longer than expected to be completed.

Other activities include continued 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 Steering Committee continues to demonstrate proper governance by reviewing issues / items and making decisions as to how to proceed forward.

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 March 2019</u>	<u>Current Status April 2019</u>	<u>Overall Comments</u>
Overall	YELLOW	YELLOW	Overall project remains YELLOW as assessed by the QA team. All remaining Deployment Groups are now active at different gates/phases.
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. PMO will be replacing an Open position for a qualified PM to manage Schedules.
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 directly impact all Deployment Groups. There has been some schedule compression and key project resources are heavily allocated to multiple DG2 workstreams as well as now supporting DG3 tasks.
Training	YELLOW	YELLOW	QA considers the Training workstream as YELLOW status, and trending towards GREEN. QA believes decisions and various actions taken by the PMO have enabled recovery of this key workstream. For DG2 success, training focus still requires active end-user participation, effectiveness assessments and college follow-up.
Testing	YELLOW	YELLOW	The Project Testing workstream remains as a YELLOW status, and trending to GREEN given changes being made by the PMO. The DG2 User Acceptance Testing (UAT) Sprints, supported with Training materials will begin at the end of April and run through August. The DG2 Testing workstream remains a concern since it relies heavily on the availability and expertise of functional project staff.

<p>Configurations /Data Conversions</p>	<p>GREEN</p>	<p>GREEN</p>	<p>Technical work for DG2 System Configurations and Data Conversion Cycle 4 continues with good results reported. QA team considers it an important achievement that Clark College is now live in the ctcLink production environment with user maintenance of their course catalogs. ctcLink project technical staff are beginning work on DG3 configurations and first conversions. Also beginning planning on parallel testing technical requirements.</p>
<p>Organizational Change Management (OCM)</p>	<p>GREEN</p>	<p>GREEN</p>	<p>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. Preparations are being made for the PM Summit planned for early May.</p>
<p>Project Staffing</p>	<p>GREEN</p>	<p>GREEN</p>	<p>Overall ctcLink project staffing is adequate at this time. PMO continues to make staffing adjustments as appropriate to meet workstream requirements. PMO is currently recruiting for 7 Open Project Positions. The contractor working with the Training team continues to make good progress on delivering training content, supplementing the ctcLink internal training staff. QA and the PMO remains 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.</p>
<p>Technical Environment</p>	<p>YELLOW</p>	<p>YELLOW</p>	<p>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. The IT division continues addressing processes and critical staffing. Draft of Service Level Agreement has been distributed to colleges. Six additional positions supporting the ctcLink production have been approved. The development of security roles for the colleges has been taking longer than expected, impacting the UAT spring testing.</p>

LEGEND	GREEN	YELLOW	RED
<p>Risk Description</p>	<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 April 23, 2019. The Executive Leadership Committee met on April 25, 2019. WACTC Presidents were also advised on ctcLink status on April 26, 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.
- WACTC Presidents were advised on ctcLink status on April 26, 2019 that all colleges are now beginning their deployment phases.
- Shoreline Community College requested and was granted Steering Committee approval to move from Deployment Group 5 to Deployment Group 6.
- The Steering Committee plans on determining how to address future requests from colleges moving from one deployment group to another.

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. As of April, this work is continuing. The length of time it has taken to develop the tools and templates has now begun to negatively impact User Acceptance Testing (UAT).
 - Software configuration changes still require testing and college defined changes to their role/administrative approval authorities.
- 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** - Negotiations underway with selected vendor (Campus CE solution).
 - **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 were developed by ctcLink project team and completed.
 - **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. Reviewing 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.
 - **Accessibility** - Identifying accessibility vendor to assist with testing ctcLink. Continuing discussions with Appian (formerly Grey Heller).
 - **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 databases 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 for FLC college implementations and possible impact for the overall DG2 overall 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.
 - The ctcLink Finance Pillar Project Manager will be primarily focused on assisting CCS and Tacoma over the next 8 weeks to meet the target implementation date.
 - Status of CoA major activities is documented in the ctcLink Project Status report.
- DG3 Project work activities are now underway. DG3 Cycle 1 Data Conversion work was started in April. 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 is using standard Project Management methodologies that utilize 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 schedule for six UAT Sprints begins at the end of April continues through the month of August 2019.
 - The detailed schedule for Sprint 1 was communicated to the DG2 colleges. DG2 college administrative staff was requested to actively participate in these UAT sessions.
- 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 included in the Project Status Report. The PMO now has prepared a separate report indicating the individual status of each Open Remediation tickets by PeopleSoft pillar and planned /adjusted dates for closing the tickets. This report is shared with the FLC colleges. Remediation scope also includes the Budgeting Planning Solution, the Online Admissions Application (OAA) Solution, and the Continuing Education Solution.
 - The following solutions: Absence Management, Faculty Workload and Student Billing/Third Party Billing were reported as completed in April by the PMO.
 - The AFRS CEMLI was is now in production and successfully used in April to interface/communicate to the State AFRS system. SBCTC Finance has now assigned a staff member to support PeopleSoft/AFRS.

- As of end of April, the PMO status reports there are 21 remaining Open Remediation tickets. 10 are in Campus Solutions and scheduled for completion in DG3. Five (5) Open tickets are in the Finance Pillar and 6 are in Human Capital Management. These are scheduled to be completed for DG2.
- As of the April 12th Project Status Report, the Remediation Activity for Community Colleges of Spokane (CCS) as self-reported remains RED. CCS still has issues with closing their books for FYEs specific to cash balances. Tacoma is self-reporting status as GREEN.

Training

- QA currently views the status of PG2 Training workstream as YELLOW and now trending towards GREEN.
 - 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.
 - Sprints basis as applied is intended to provide end-to-end business process 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 business process aspects.
 - The Training PM has been effectively utilizing GP Strategies for consultant delivery of pre-UAT training materials. The contractor has made significant progress in delivering training materials to support the UAT Sprints.
 - Training material content for Pre-UAT training for Sprint 1 is now 100% complete.
 - Material build for supporting Pre-UAT training for Sprint 2 is now 85% complete.
 - Sprint 3 includes new materials for 9.2 Campus Solutions and Fluid.
 - The PMO continues making staffing adjustments in the Project Training team as appropriate.
 - The Training PM still has to develop the schedule for development of additional materials to support the 60 planned end-user training courses for ctcLink. The schedule is targeted to be ready by June.
 - Additional enhanced training content includes: videos, online business process simulations, and end-user assessments.

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. This individual is expected to be on-site beginning in June.
 - This enables the current SBCTC-IT Test Manager to focus on the ctcLink production systems and related changes (upgrades/bundles/images/expedited changes to production).

- SBCTC IT Test team has installed the Automated Testing software. Work is underway 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.
- The Systems Integration Testing (SIT) was continuing in April. The SIT is an internal project activity staffed with ctcLink functional personnel. SIT work is scheduled in advance of each Sprint to ensure the functional components are working prior to testing activity by college personnel.
- The UAT Sprints are scheduled through August. The kickoff for UAT Sprint 1 was on April 26. The Sprint 1 schedule runs to mid-May.
- Project Testing needs commitment of college participation to perform more rigorous testing of business processes in the UAT and future implementations. Recognizing challenges during the FLC implementation, Project Testing team plans on reporting the college levels of participation in areas of critical business processes.
- The planning for parallel testing was underway in April. This activity requires support from the Project Technical team, ERP support, and Legacy technical staff.
- The QA team currently assesses the overall Testing area as YELLOW; however, this area is trending to Green.

Configurations/Data Conversions/Development

- The PMO changes in assigned technical leadership 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 4 technical work is now completed and DG2 colleges have started reviewing data.
 - Planning for Conversion Cycle 1 for DG3 has now started. Local college specific configurations are being built by the project functional teams.
 - Technical team is also now reviewing production cutover tasks required for DG2 implementation. Concern involves specific task responsibilities within the Managed Services contract and management/staffing of migrating technical environments leading to deployment group implementations.
 - The Project Technical team indicated that the Technical Architecture documentation provided by the Managed Services contractor, Burgundy Consulting, is too generic. They will be requesting more details on how the development and production environments have been configured and are being updated.

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.
 - Additional CPWs are currently scheduled to be completed by August 2109. 5 CPWs are scheduled and 3 additional ones are not yet scheduled.

- 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 is planning a “Student Experience” session targeted for May/June to get first hand practical observation of students using the new CS version 9.2 and Fluid.
- OCM is using “participant surveys” after delivered activities. They are asking participants by college to indicate if they are ready to move forward with the next sequenced activity. OCM survey results are to be shared with College specific PMs.
- To facilitate the next PM Summit that is scheduled for early May, the ctcLink staff was busy preparing presentations. Breakout sessions being scheduled for College PMs to present their experience with their deployment activities.
- OCM team developing detailed schedule for communications corresponding to college phase gates and implementation schedules. This work also involves creating standard communication templates for colleges to utilize.
- A three day requirements gathering session is planned for the Guided Pathways solution. Currently this is scheduled for early May. Two follow-on days will be required to walk-through the requirements vs. PeopleSoft/Oracle.

ERP Support

- SBCTC continues 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. This work was underway in April.
 - 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.
 - IT has recently hired 3 new staff and approved hiring of 6 additional positions for ERP support.
 - 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.
 - A draft SLA has been prepared and is now been provided to the colleges for their review and input.

Recommendations

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

- 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. As of April 2019, the detail level documentation expected for the ME and YE close processes has not been 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 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 remains a work-in-

progress.

- **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.

- **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.

- **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. **QA April Update-** The Training team communicated their concept for UAT Sprints and the detailed schedule for Sprint 1 UAT sessions has been shared with the DG2 Colleges.

- **NEW QA 0151 Finding:** Clark College (DG2) now has implemented their course catalog in the ERP production environment. Clark administrative staff is now able to update their data with course changes as necessary. This is a major success for the ctcLink project. Additional ctcLink functionality and data streams may be implemented in the production environment prior to the Go-live date for DG2.

Recommendation: The status of the Clark College- Course Catalog now in production should be widely communicated as this is a major success milestone.

- **NEW QA 0152 Finding:** The SBCTC IT staff supporting ERP Reporting/Data Integration has been making good progress in support of the FLC colleges and in preparation for additional Deployment Groups.

Recommendation: Given all the progress being made in the areas of Reporting and Data Integration, QA recommends that this information is also widely communicated and publicized. It is considered a key component for the overall success of the ctcLink program.

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. Project Governance processes are being effectively used to manage introduction of new or replacement Solutions including: Online Admissions Application (OAA) Continuing Education, Budget Planning.

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.
- The project budget shows a surplus but this money is spoken for 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?*

- The PMO and Project Team has added staff and implemented improvements in processes. The scheduled UAT Sprints for end-to-end business processes and supported with pre-user Training is an example of continued improvements targeted to project outcomes.

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.
 - 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.*

 - 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.
 - The PMO Project Manager with responsibility for Integrated Work Plan (IWP) project has given notice and will be leaving the project and must have her duties transitioned.

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.
- Delivering of the security roles for the colleges in support of DG2 testing and go-live.
- 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.