



## **ctcLink Project Quality Assurance**

### **Monthly Report – May 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 implementation of the new Chart of Accounts continues to be a major focus of the project. While issues have been encountered, the team continues to work them and come to acceptable resolutions. A Go-No Go Decision meeting for scheduled Chart of Accounts implementation at the First Link Colleges is set for June 12 with Tacoma and June -14 with Spokane. The ctcLink Steering Committee will be reviewing recommendations from college meetings and a vote will be taken to Go or No-Go on June 18, 2019. The CoA implementation directly impacts the Deployment Group 2 October 2019 implementation schedule.

Security module setup negatively impacted the start of UAT Sprint 1 testing. Security role testing was suspended in order for Sprint 1 to continue. This will be picked back up in later Sprints. According to ctcLink PMO, the implementation of Security module changes is not considered a show stopper for DG2. FLC colleges will be able to continue to change security role assignments post go-live.

QA currently views the status of PG2 Training workstream as YELLOW and now trending towards GREEN. The PMO and Training PM has utilized just-in-time training prior to the start of each UAT test session and 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.

QA remains concerned about the execution of the Testing workstream. 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). 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 is now reporting the college levels of participation in areas of critical business processes. Initial reporting showed participation as uneven but the project team was working with colleges to improve participation levels.

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.

As another example of improved organizational change management, the 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.

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. The SBCTC Deputy Executive Director/CIO is addressing staffing requirements to coincide with Deployments. Nine additional positions supporting ctcLink production have been approved; 3 of these positions have been filled. IT is reviewing staffing models at other PeopleSoft ERP community college systems for staff and budget sizing.

## 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 April 2019</u>	<u>Current Status May 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. Go-No Go Decision for FLC implementation of new Chart of Accounts set for June 18, 2019.
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 was interviewing candidates to replace 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. Based on the May status of replacement solutions, it does not seem possible that these will be decided upon and readied for DG2 scope inclusion.
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. DG2 schedule is dependent on CoA implementation at CCS and TCC colleges.
Training	YELLOW	YELLOW	Training materials to support Sprints 1 and 2 were completed in time for use. Sprint 3 materials were being completed. Considerable work still remains to develop the 60 courses to support end-user training. For DG2 success, training focus still requires active end-user participation, effectiveness assessments and college follow-up.
Testing	YELLOW	YELLOW	The DG2 User Acceptance Testing (UAT) Sprints, supported with Training materials was underway in May. Sprint 1 completed and Sprint 2 was starting in end of May. The DG2 Testing workstream is now a major QA concern since it requires active FLC college end-user participation.

<p><b>Configurations /Data Conversions</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>	<p>Technical work for DG2 System Configurations and Data Conversion Cycle 4 continues with good results reported. Feedback from Clark College cycle 3 conversion identified issues with SF data which are being corrected. ctcLink project technical staff are planning at least one additional conversion cycle to support Clark College during data review of Student Financials.</p> <p>Parallel testing conversions for Payroll were underway in May. Additional parallel testing scheduled for 1<sup>st</sup> week of June.</p> <p>Parallel testing conversions for Financial Aid are scheduled for July.</p> <p>DG2 production cutover planning sessions to begin at the end of May.</p> <p>Month-end and Year-end CoA data conversions were being run in May to determine differences in Gross Calculations. QA views this as a Critical Go-No Go supporting activity for FLC colleges implementation of the new CoA.</p>
<p><b>Organizational Change Management (OCM)</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></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. Three Common Business Process (CPW) sessions were held in May, with 4 remaining CPWs scheduled for completion by August 2019. The PM Summit was held in early May with very good attendance. All Deployment Groups were present.</p>
<p><b>Project Staffing</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></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 has 7 Open Project Positions with 2 positions accepted and expected to start in June. 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 remains positive given schedule pressures.</p>
<p><b>Technical Environment</b></p>	<p><b>YELLOW</b></p>	<p><b>YELLOW</b></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.</p> <p>The IT division continues addressing processes and critical staffing. Draft of Service Level Agreement has been distributed to colleges.</p> <p>Nine additional positions supporting ctcLink</p>

			<p>production have been approved; 3 of these positions have been filled. IT is reviewing staffing models at other PeopleSoft ERP community college systems for staff and budget sizing.</p> <p>The development of security roles for the colleges has been taking longer than expected. The security setup has impacted the start of the UAT Sprints. Security changes are not considered a Show stopper since colleges can implement changes after Go-live with PeopleSoft ERP.</p>
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LEGEND	GREEN	YELLOW	RED
<b>Risk Description</b>	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 May 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.
- All colleges are now in their deployment phases. The Steering Committee plans on determining how to address future requests from colleges moving from one deployment group to another.
- A Go-No Go Decision meeting for scheduled Chart of Accounts implementation at the First Link Colleges is set for June 18<sup>th</sup>. CoA directly impacts DG2 October 2019 implementation schedule.

### Scope

- Security Module
  - Security module negatively impacted the start of UAT Sprint 1 testing. Security role testing was suspended for Sprint 1 to continue.
  - Software configuration changes still require testing and college defined changes to their role/administrative approval authorities.
  - According to ctcLink PMO, the implementation of Security module changes is not considered a show stopper for DG2. FLC colleges will be able to continue to change security role assignments post 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** – Negotiations underway with selected vendor (Campus CE solution). Scope now viewed by QA team as outside the inclusion timeframe for DG2 implementation.
  - **Online Admissions** - The subcommittee recommended the creation of an RFI for an OAA off-the-shelf product solution. Scope now viewed by QA team as outside the inclusion timeframe for DG2 implementation.
  - **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 but defined Guided Pathways work as out of scope. This work is now starting. Colleges have selected and implemented a number of different CRM solutions to meet Guided Pathways at their colleges.



- **Integration Broker (IB)** – A pilot approach for using Integration 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. It also is viewed by the QA team as a high risk activity.
  - 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 the June 18th Go-live decision for the July 1<sup>st</sup> implementation date. Concern involves impact on the overall DG2 overall schedule.
  - Finance Pillar functional staff and SBCTC Finance continue to provide assistance to the FLCs during their transition to the new CoA. Both FLCs are engaged and working on CoA transition activities.
  - The ctcLink Finance Pillar Project Manager has been working with assisting CCS and Tacoma to meet the target implementation date.
  - Status of CoA major activities is documented in the ctcLink Project Status report.
- Sprints are being used by the PMO to schedule User Acceptance Testing (UAT) and include Pre-UAT training. College participation in the UAT is intended to expand knowledge transfer with the new PS functionality as well as identify technical and college specific data errors. QA team is concerned that the level of participation has been uneven to date.
  - The schedule for six UAT Sprints began at the end of April continues through the month of August 2019. The detailed schedule for Sprints was communicated to the DG2 colleges. DG2 college administrative staff was requested to actively participate in these UAT sessions.
- The State Board is included in scope for DG2 Implementation. Status reported as GREEN. Team is participating in Sprints 1 and 2.
- Tacoma Community College (TCC) has self-reported overall status for DG2 as GREEN.
- Clark College has self-reported overall status for DG2 as YELLOW. This status is based on concern of Clark administrative staff concerned about current duties and keeping up with ctcLink activities simultaneously prior to Go-live.
- Community Colleges of Spokane self-reported overall status of DG2 as RED. The primary areas that are noted in the report include: Remediation Conditions, Fiscal Year 16/17/18 Reconciliations, CoA implementation and cutover plans, and Security Role Resign and other Security Issues.
- 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 AFRS CEMLI is now in production. TCC data for Jan, Feb, and March 2019 loaded into AFRS CEML. SBCTC Finance has now assigned a staff member to support PeopleSoft/AFRS. Finance ad ERP support staff investigating some data errors at this time.
- SBCTC Finance is considering eliminating “PS cash clearing functionality” which seems to be creating problems in correcting cash processing. This was being discussed with Spokane Finance management.
- As of end of May, 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 six (6) are in Human Capital Management. These are scheduled to be completed for DG2.
- DG3 Project work activities are now underway. The Business Process/Fit Gap activity for DG3 was completed. DG3 Cycle 1 Data Conversion work was completed and colleges are planning on reviewing Cycle 2 data.
- All DG3 Colleges are self-reporting their overall status as GREEN. This is included in the PMO reporting for the ctcLink overall project.

### Training

- QA currently views the status of PG2 Training workstream as YELLOW and now trending towards GREEN.
  - The PMO and Training PM has utilized just-in-time training prior to the start of each UAT test session and 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 100% complete.
    - Material build for supporting Pre-UAT training for Sprint 2 is 100% complete.
    - Sprint 3 includes new materials for 9.2 Campus Solutions and Fluid. This work was underway in May and estimated at 25% complete.
  - As a result of the Weekly Feedback session with UAT testers and trainers, the UAT Training approach is being adjusted for future deployments. More attention to be given to business process flows and the use of the ctcLink Reference Center.
  - 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. Training Manager plans on using GP Strategies to augment staff in building the training content. Additional enhanced training content includes: videos, online business process simulations, and end-user assessments.

- QA team is concerned that these 60 courses are available in time to meet the targeted start of end-user training.

### 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 May. 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. Sprint 2 was starting in late 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 is now reporting the college levels of participation in areas of critical business processes. QA team is concerned that the colleges are actively participating in the testing.
  - The parallel testing was underway in May. Includes both Payroll and Financial Aid parallel testing. This activity requires support from the Project Technical team, ERP support, and Legacy technical staff.
  - PS performance testing contracted to Kastech Software Solution Group. Will be using JMeter software for performance testing. Started their initial activities in May. Testing will continue through all remaining deployments.
  - The QA team currently assesses the overall Testing area as YELLOW.

### Configurations/Data Conversions/Development

- 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 ctcLink Technical team has made good progress in improving the quality of data conversions, reporting very high conversion rates. Clark has provided changes in converting Student Financials based upon review of their data.
- DG2 colleges have started reviewing DG2 Conversion Cycle 4 data. DG2 may require a cycle 5 to further validate conversion of Student Financials data.
- Conversion Cycle 1 for DG3 was provided colleges. Local college specific configurations are being built by the project functional teams. Building Cycle 2 configurations.
- Finalizing approach to establish DG2 EMPLID in Production Environment.

- Technical team is reviewing production cutover tasks required for DG2 Go-live 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. This testing is in the PS 9.2 environment.
  - Additional CPWs are currently scheduled to be completed by August 2109. 3 CPWs were held in May and 4 are remaining. 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. 9 CPWs have been reviewed and approved by Governance and another 7 are awaiting submission/review.
  - 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.
  - The 3 day PM Summit was held in early May. Breakout sessions were held 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 occurred in May. Two follow-on days will be required to walk-through the requirements vs. PeopleSoft/Oracle.

### ERP Support

- SBCTC continues to address 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 implementation work was continuing in May.
  - 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. The SBCTC Deputy Executive Director/CIO is addressing staffing requirements to coincide with Deployments. Expects to utilize contractors for short term staffing during peak situations.

- SBCTC IT and Business Operations expect to add personnel to the ERP Support teams based on ramp times for critical skills.
- A major ERP process improvement includes defining the basis for 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. **SBCTC Update:** The reconciliation framework has been developed and training content to support this framework is in progress.

- 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. **SBCTC Update:** Currently tracking DG2 lessons learned for Sprint Training & UAT Testing. Additionally, DG3 lessons learned from feedback on GDA and BPGF activities.

- 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. **SBCTC Update:** Completed Sprint #2 content and currently developing Sprint #3 content.

- **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. **SBCTC Update:** ERP will take the training when available and is currently participating in UAT.

- **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. **SBCTC Update:** During the UAT Lessons Learned calls, feedback is provided by DG2 SMEs regarding Sprint and testing materials.

- **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. **SBCTC Update:** Communications ongoing for Sprint information.

- **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. **SBCTC Update:** ctcLink Communications Office will work with CS PM and Clark PM on a ctcLinkCONNECT blog post for the week of May 20. **QA May Update –** QA considers this closed as the blog posting has occurred.

- **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. **SBCTC Update:** ctcLink Communications Office will work with reporting/ data team on a



future ctcLinkCONNECT blog post.

## 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.
  - All Deployment Groups are now active!
- 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 baseline becomes more relevant for DG3 and the subsequent DGs.
  - The PMO Project Manager position with responsibility for Integrated Work Plan (IWP) project is being actively recruited.

## 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 3<sup>rd</sup> party Software solutions on DG3 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.