



ctcLink Project Quality Assurance

Monthly Report – July 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 multi-phase implementation of the new standard Chart of Accounts (CoA) was underway by the First Link Colleges (CCS and Tacoma), working closely with the ctcLink Finance team and ERP Support. It represents a significant Governance approved change to the ctcLink Project.

In the six weeks since the June 18 “Go” decision, known issues revealed during testing have been resolved and new issues have been discovered, some of which occurred after configuration changes were deployed and others which were untested business scenarios encountered in the production environment. There are still issues the teams are working to resolve, including two sets of outstanding issues in Billing/Accounts Receivable (AR) and General Ledger (GL). Both issues were known and highlighted during the Go/No Go decision meeting.

Finance Pillar functional staff and SBCTC Finance will continue to provide assistance to the FLCs during their transition to the new CoA. Both FLCs were engaged and working on CoA transition activities.

The next critical Governance aspect involves the DG2 Go-live decision. It will need a readiness assessment by the DG2 colleges and SBCTC. The tentative date for this Steering Committee review and decision is September 24, 2019.

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. The schedule for remaining UAT Sprints 5/and 6 continues through the month of August 2019. The UAT processes have continued to evolve since Sprint 1 and will be further tuned for use with DG3. QA team reviewed the level of DG2 user participation and this has consistently improved since the UAT workstream started in early May.

The schedule for Common Process Workshop (CPW) activity sponsored by WA-Tech and college presidents is finally completing. Time/Labor CPW was held in July. The Payroll CPW is scheduled for mid-August and the Work Study CPW is scheduled for end of August. This will complete the planned scope of CPW sessions. Testing CPWs is complete and a large number of the CPWs need to be submitted for Governance approval.

QA continues to remain concerned that the risk created by the number of solutions to be re-implemented to replace/augment current PeopleSoft functionality. Based on the latest status of replacement solutions, the only definitive scope inclusions for DG2 are Accessibility and Physical Inventory.

The PMO is now providing direction for the work effort related to implementation of the re-designed PeopleSoft ERP security. Software to facilitate assignment of administrative security roles is continuing in development. Software configuration changes still require testing and college defined changes to their role/administrative approval authorities. FLC colleges will be able to continue to change security role assignments post go-live.

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 June 2019</u>	<u>Current Status July 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. The Go/No Go Decision for FLC implementation of the new Chart of Accounts was made by the Steering Committee. This decision was critical to the schedule for DG2 and remaining Deployment Groups. The ctcLink Executive Leadership Committee will have a change to voting members with the new WA-Tech appointed college presidents.
Project Management	GREEN	GREEN	The PMO continues to make adjustments in staffing, and team is working well together. PMO hired a qualified PM to manage project schedules. This individual comes from one of the colleges and started in July. PMO has started development of the Readiness Template for intended use with DG2.
Phase Scope	YELLOW	YELLOW	QA continues to remain concerned that the risk created by the number of solutions to be re-implemented to replace/augment current PeopleSoft functionality. Based on the latest status of replacement solutions, the only definitive scope inclusion is the Physical Inventory for DG2. The PeopleSoft solution offers integration of asset tracking scanners directly to ctcLink. Accessibility will be tested in August prior to DG2 Go-live.
Schedule Status	YELLOW	YELLOW	The DG2 schedule is now three months from Go-live. Some components are already in ctcLink production. The DG2 schedule was dependent on successful Chart of Accounts (CoA) implementation for CCS and TCC colleges. The new CoA went live in July. CoA support activity was continuing throughout July. The implementation of enhanced role security for ctcLink is a major Project and QA schedule risk concern. It is area of critical focus by the PMO at this time. Priority continues to be focused on DG2 project and college readiness. QA recognizes that the high level of DG2 related activity leading up to Go-live is

			<p>stressful to the ctcLink project staff. Team morale seems good based on QA interviews of key staff.</p> <p>The ctcLink PMO is reviewing implementation plans and schedules for DG 3 and 4 based on experience gained with DG2. This is a routine project management process to re-assess plans and schedules. PMO will be working closely with these college PMs.</p>
Training	YELLOW	YELLOW	<p>Development of Training materials to support remaining Sprints was ongoing in July for targeted UAT training in August. Training team and consultants continue working on preparing materials for the remaining Sprints. Training materials for UAT Sprint #5 are 100% complete and Sprint #6 is 75% complete.</p> <p>QA continues to be concerned that considerable development work still remains for the 57 courses to support end-user training. It is reported that 12 of these courses are now 75%+ complete. Plan and schedule for development of these courses pending at end of July.</p> <p>For DG2 success, training focus still requires active end-user participation, effectiveness assessments and college follow-up. DG2 end-user participation in UAT has been good based on Project tracking information available to the QA team.</p>
Testing	YELLOW	YELLOW	<p>The DG2 User Acceptance Testing (UAT) Sprints, supported with Training materials, were underway in July. Remaining UAT Sprints scheduled for August.</p> <p>Consultant contracted to fill Testing Manager role delayed and expected to start in September. PMO has assigned staff successfully filling the test coordination functions.</p> <p>DG2 still has a large testing workstream that includes parallel testing for payroll, financial-aid, and tuition calculation. To facilitate, ctcLink PMO contracted for Kastech to provide off-shore staff to perform SIT testing.</p> <p>The DG2 Testing workstream remains a major QA concern since it requires continued active DG2 end-user participation.</p>
Configurations /Data Conversions	GREEN	GREEN	<p>Technical support work for the CoA implementation in production was underway in July. This major effort has required the ctcLink Project teams working closely with the ERP support staff.</p> <p>Functionality changes to the legacy system were problematic to the data conversions. These problems were jointly addressed by legacy support team and Project staff.</p> <p>Technical staff executed a DG2 cycle 4B conversion for additional data validation by Clark and SBCTC.</p>

			<p>Technical team also preparing DG3 cycle 3 conversions.</p> <p>The data conversion and production implementation of the Bio-Demo data for Clark College and SBCTC was waiting for an August schedule Go-live date.</p> <p>Performance Load Testing underway with Kastech consultants and Managed Services. This is to ensure ctcLink system meets projected student user usage.</p> <p>DG2 Go-live production cutover planning sessions continued in July.</p>
Organizational Change Management (OCM)	GREEN	GREEN	<p>PMO/OCM is actively engaged with all colleges now involved with their Deployment Groups. ctcLink management teams continue to meet with DG colleges via on-site check-ins. With 3 months until Go-live, QA remains concerned the PMO focuses on the DG2 schedule/priority activities.</p> <p>The schedule for Common Process Workshop (CPW) activity sponsored by WA-Tech and college presidents is finally completing. Time/Labor CPW was held in July. The Payroll CPW is scheduled for mid-August and the Work Study CPW is scheduled for end of August. This will complete the planned scope of CPW sessions. Testing CPWs is complete and a large number of the CPWs need to be submitted for Governance approval.</p> <p>The PMO very aware that effective communications and correct messaging is important to ongoing success of the project. QA supports the efforts the PMO and project/college staffs are undertaking to provide timely communications and prevent false messages from being sent.</p>
Project Staffing	GREEN	GREEN	<p>Overall ctcLink project staffing remains adequate at this time. PMO continues to make staffing adjustments as appropriate to meet DG2 and DG3 workstream requirements. Filling Open Project Positions with new staff hired/or contracted for Training, Testing, functional Pillar Core positions.</p> <p>PMO began using off-shore technical resources to perform and augment systems integration testing work. Good results reported for Campus Solutions pillar in July. PMO will extend to all pillars for SIT.</p> <p>PMO making appropriate staff assignments to align with the Commissions and Councils. Project leadership and staff morale remains positive given schedule pressures.</p>
Technical Environment	YELLOW	YELLOW	<p>The IT division continues addressing processes and critical staffing. Additional positions supporting ctcLink production have been approved. Positions approved for an Applications Supervisor and an additional support specialist. Expect to hire the Supervisor in early August. Individual has</p>

			<p>PeopleSoft expertise.</p> <p>The ERP Change Management Board is being re-implemented to improve coordination and scheduling of changes.</p> <p>The development/implementation of security roles for the colleges is a critical issue/risk and is being addressed by the ctcLink PMO.</p> <p>Service Level Agreement has been distributed to colleges, awaiting finalization signatures. Expect this to complete in August.</p>
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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 July 16, 2019. This meeting was a status review of the Chart of Accounts implementation from a First Link College view and also covered key issues with Role Security mapping as it impacts DG2. The Steering Committee again met on July 30, 2019. This meeting was a status review.
- A July 30th Executive Sponsor Meeting was held at Highline College to review the ctcLink Project and the critical governance role of being Executive Sponsors.
- SBCTC is now required by the State OCIO to develop a completely new technology budget methodology based on recent legislative decision. PMO is working to realign the project with the Gates and will add a new status page to the existing Project Status Report.
- QA and the OCIO representatives routinely attend these Steering Committee and ctcLink Executive Leadership Committee meetings.
- Colleges are still requiring changes to the legacy systems which can be problematic to PeopleSoft implementation requiring possibly new CEMLI developments and impacting existing data conversions.
- 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.
- The ctcLink Executive Leadership Committee (cELC), which is the highest level of Governance, will be changing participation of WA-Tech appointed college Presidents. A new Chair will be appointed.
- The next critical Governance aspect involves the DG2 Go-live decision. It will need a readiness assessment by the DG2 colleges and SBCTC. The tentative date for this Steering Committee review and decision is September 24, 2019.

Scope

- Security Module
 - PMO is now providing direction for the work effort related to implementation of the re-designed PeopleSoft ERP security.
 - Software to facilitate assignment of administrative security roles is continuing in development.
 - 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). Overall pricing in negotiations. 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. ctcLink will continue to enhance QAA based on requirements in RFI.
- **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 was delayed to evaluate integration with asset tracking scanners directly with ctcLink PeopleSoft. Based on information from the PMO, it is possible that this can be included within the DG2 implementation scope timeframe.
 - **Planning and Budgeting Tool** - Committee formed to review, finalize, and approve Budgeting requirements. Working Group now reviewing original RFP 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** - SBCTC contracted with Appian (formerly Grey Heller) to assist ctcLink staff perform accessibility testing in August.
 - **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. Another Guided Pathways requirements working session is scheduled for August 19/20th to evaluate what PeopleSoft product offers for this solution.
 - **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. No date for this has been established.

Schedule

- The multi-phase implementation of the new standard Chart of Accounts (CoA) was underway by the First Link Colleges (CCS and Tacoma), working closely with the ctcLink Finance team and ERP Support. It represents a significant Governance approved change to the ctcLink Project.
 - In the six weeks since the June 18 “Go” decision, known issues revealed during testing have been resolved and new issues have been discovered, some of which occurred after configuration changes were deployed and others which were untested business scenarios encountered in the production environment.
 - There are still issues the teams are working to resolve, including two sets of outstanding issues in Billing/ Accounts Receivable (AR) and General Ledger (GL). Both issues were known and highlighted during the Go/No Go decision meeting.
 1. The Billing/AR issue involves posting errors generated by transactions with a mix of old CoA and new CoA values. A set of updated scripts are developed and being tested to align these transactions to the new CoA and clear the posting errors. This will allow FY20 transactions currently stuck in these modules to get through their last step of processing.
 2. FLC college staff must currently manually update the GL Journal lines so all the entries align with the new CoA. A bolt-on process under development that will look at mixed old/new CoA GL Journals and programmatically update the old

CoA lines to their new CoA equivalents, eliminating the need for the staff-performed manual updates.

- Finance Pillar functional staff and SBCTC Finance will continue to provide assistance to the FLCs during their transition to the new CoA. Both FLCs were engaged and working on CoA transition activities.
- The ctcLink Finance Pillar Project Manager has worked closely with CCS and Tacoma Finance teams to meet the implementation phases and resolve date.
- Status of CoA implementation is being reported with daily communications to FLC and Governance and is documented in the ctcLink Project Status report. A ctcLink communications blog posting will be available August 1st and provides more information on the COA work phases completed in June and July.
- The last major milestone phase for the new CoA deployment will be configuration of the FY19 Closing Rules in PeopleSoft and the execution of the “Request Ledger Close” process for FY19. This process is what creates the beginning balance entries for FY20 in PeopleSoft. A combination of the standard Closing Rule setup, the delivered “Request Ledger Close” process, and another custom bolt-on is what will allow the FLC colleges to close FY19 balances in their old CoA and open them in FY20 under the new CoA.
- 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.
 - The schedule for remaining UAT Sprints 5/and 6 continues through the month of August 2019.
 - The UAT processes have continued to evolve since Sprint 1 and will be further tuned for use with DG3.
 - QA team reviewed the level of DG2 user participation and this has consistently improved since the UAT workstream started in early May.
- DG2 Implementation
 - The State Board is included in scope for DG2 Implementation. Status (July 8-19 Project Status Report) was self-reported as YELLOW. WAPAY is now reported in Production and is considered a major SBCTC Finance objective for DG2. SBCTC functional staff will be participating in end-to-end testing which continues into early August.
 - Tacoma Community College (TCC) has self-reported overall status for DG2 as GREEN. (July 8-19 Project Status Report)
 - Clark College has self-reported overall status for DG2 as GREEN. (July 8-19 Project Status Report). Clark has identified issues around accessibility, which will be tested in August. Clark will also be reviewing data from conversion cycle 4b to mitigate identified risks between Student Financials and Core Finance. Clark has personnel involved with payroll parallel testing working closely with ctcLink Finance team.
 - Community Colleges of Spokane last self-reported overall status of DG2 as RED (July 8-19 Project Status Report.) The primary areas that are noted in the report include: Remediation Conditions, Fiscal Year Close 16/17/18/19 Reconciliations, CoA implementation phases, and Security Role Resign and other Security Issues. CCS has also recognized the scope of post-CoA cutover and Security Role mapping/validation has substantially increased and impacts staffing.

- 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.
 - Overall 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 (CE) Solution.
 - The AFRS CEMLI is now in production. This CEMLI will need some updates due to CoA changes at FLCs.
 - WAPAY (Central Payroll processes managed by SBCTC Finance staff) was implemented in Production in July. Major accomplishment for the project.
 - 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. No change in status.
 - As of end of July, 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 remain scheduled to be completed for DG2.
- Other Deployment Groups Status
 - All Deployment Groups are now active and have initiation or implementation work plans as reported in the July 8 to July 19, Project Status Report.
 - DG3 colleges were self-reported as GREEN (July 8-19 Project Status Report). Project DG3 is in the construct phase, focused on conversions and data validations. DG3 colleges completed review of Cycle 2 data. Cycle 3 Data Conversion in process.
 - The ctcLink Project Management Office (PMO) is reviewing implementation plans and schedules for DG 3 and 4 based on experience gained with DG2 and initial work with DG3. This is a routine project management process to re-assess plans and schedules. PMO will be working closely with the PMs at the colleges.
 - A new Project Manager was hired by the PMO and started in July to plan and manage DG schedules. Primary focus will be on updating DG3 and DG4 schedules, working with other key members of the PMO and with the college PMs.

Training

- QA currently views the status of DG2 Training workstream as YELLOW.
 - 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.
 - Delivered UAT Sprints were intended to provide end-to-end business process training and testing and each Sprint built upon the scope of prior Sprints.
 - To achieve above, the Training team worked on up-lifting business process materials to better explain operational business process aspects.
 - Remaining Sprints to be used to test Role Security Mapping.

- Materials for Sprint #5 was 100% complete and Sprint #6 was 75% complete.
- 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.
- As a result of Weekly Feedback sessions with UAT testers and trainers, the UAT Training approach was adjusted for future deployments. More attention to be given to business process flows and the use of the ctcLink Reference Center. All training materials are now being contained in the Reference Center.
- The PMO continues making staffing adjustments in the Project Training team as appropriate. Another Trainer position is being hired to augment the staff.
- The Training PM was still developing the schedule for development of additional materials to support the 57 planned end-user training courses for ctcLink. The schedule was targeted to be ready by end of July. Most likely this schedule will be available in early August. 12 of the courses already are 75% complete.
- Training Manager plans on continue 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 remains concerned that these 57 courses are available in time to meet the targeted start/scope of end-user training.
- Tentative plans call for the Training and Testing Teams to support the DG2 post-Go-live implementation for 2 weeks before kicking off DG3 major planned work.

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 contracted for an external consultant to manage the Project specific testing activities. This individual was expected to be on-site beginning in June. Latest is this person has been delayed and was not on-site in July. No date is now available.
 - 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) continued in July. The SIT is now being contracted to Kastech, and using off-shore resources. SIT work has been scheduled in advance of each Sprint to ensure the functional components are working prior to testing activity by college personnel.
 - SIT for Finance is now considered 100% complete and 60% complete for Campus Solutions (CS).
 - The UAT Sprints are scheduled through August. Sprints 5 and 6 remain.
 - Parallel testing continued in July. This activity requires support from the Project Technical team, ERP support, and Legacy technical staff. Clark has been participating in parallel testing for payroll.
 - Special testing of Student Financials interface to GL was scheduled for end of July.
 - PS performance testing was contracted to Kastech Software Solutions Group. Using JMeter software for performance testing. Working with Project and SBCTC ERP Technical staff and involving Burgundy (Managed Services) a number of performance

issues were identified and AWS environment changes made to increase scale of # of online students to 20,000. Testing will continue through all remaining deployments.

- The QA team currently assesses the overall Testing workstream as YELLOW.

Configurations/Data Conversions/Development

- 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 4B data. DG2 may require a cycle 5 to further validate conversion of Student Financials data.
- Conversion Cycle 2 for DG3 was provided colleges. Local college specific configurations are being built by the project functional teams. Building Cycle 3 configurations.
- Will be establishing DG2 EMPLID in Production Environment. Currently waiting on implementation timing decision. Was targeted for mid-July.
- Technical team has started 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.
 - Two remaining CPWs are scheduled to be completed by August 2109. Time/Labor CPW was held in mid-July, Payroll CPW is scheduled for August.
 - 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.
 - 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.
 - The OCM/College Relations scheduled and held on-site “college readiness check-ins” for DG colleges.
 - OCM is assisting with on-boarding new college PMs.

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 July. Training being planned for functional staff.

- The SBCTC Deputy Executive Director/CIO continues addressing staffing requirements to coincide with Deployments. SBCTC has been able to hire personnel with PeopleSoft expertise. He expects to utilize qualified contractors for short term staffing during peak situations during initial deployments.
- SBCTC IT and Business Operations is adding personnel to the ERP Support teams based on ramp times for critical skills.
 - Positions approved for an Applications Supervisor and an additional support specialist.
- 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. Awaiting finalization signoffs.
- The ERP Change Management Board is being re-implemented to improve coordination and scheduling of changes.

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 June 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. This work will be complete with DG2 Sprint #6 (August).

- QA 0144 Finding:** The current status of the Training Materials is a major area of QA concern. There are 57 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. **SBCTC Update:** Sprint #3 content is complete and Sprint #4 content is 40% complete. This work will be complete with DG2 Sprint #6. **QA Update:** Schedule for developing the 57 courses was under development in July but not completed. This is still an Open Item.

- 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.

SBCTC Update: ERP support staff continues to participate 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. **SBCTC Update:** UAT status updates are provided and reviewed weekly during the check-in calls for UAT continue to happen with DG2.

- **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. **SBCTC Update:** Sprint #3 through Sprint #6 communication regarding all the schedules, locations, WebEx links and tester request sheets have been disbursed to D2 PMs.

- **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. **SBCTC Update:** Working with data services lead to determine best timing to feature this topic on the blog.

- **NEW QA 0153 Finding:** The ctcLink PMO is developing end-user Training Materials for use with DG2 and DG3. The concept for delivery of Training continues to evolve based on DG2 real-life experience. Courses are now being planned for DG2 delivery that are considered as level 100 basic courses with future level 200 advanced courses (DG3).

Recommendation: QA recommends the latest concept is widely communicated so that colleges will have a good understanding of planned ctcLink end-user Training courses.

- **NEW QA 0154 Finding:** The ctcLink PMO will be re-assessing plans and detailed implementation schedules for DG3 and DG4 based on experiences with DG2. This is a standard project management process. This assessment process will involve the college PMs and working closely with the PMO staff.

Recommendation: QA recommends the major schedule changes are taken to Governance as appropriate.

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.
- The PMO has complied with the OFM/OCIO requirements and for process for approving Gate funding.

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.
- Colleges are self-reporting Project status.
- 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.
- Contract for development of UAT Training materials has been effective and has enabled the critical Training workstream to transition to YELLOW status. This contract scope has been extending to help deliver end-user basic training materials.
- Current contracts include: Off-shore SIT Testing Support, Systems Performance Analysis and Tuning, PeopleSoft Accessibility Testing.

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.
- College Executive Sponsors are included in communications.
- The ctcLink PMO has been visiting the future Deployment colleges to set the stage for their implementations.
- 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 filled and the person started in July.

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:

- 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 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.