



## **ctcLink Project Quality Assurance**

### **Monthly Report - August 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) by the First Link Colleges (CCS and Tacoma) continued in August, working closely with the ctcLink Finance team and ERP Support. Phases 1-3 of the CoA plan are now reported as completed. A technical solution for long term Billing/Accounts Receivable (AR) was deployed in August. A long-term solution for General Ledger (GL) and rule/cross walk updates was scheduled for end of August. Both issues were known and highlighted during the Go/No Go decision meeting. QA considers the CoA effort a success due to the collaborative nature demonstrated by all parties during the planning and implementation.

The State OCIO sent a letter to the SBCTC Executive Director on August 30, 2019. It states partial approval for Gate 4 funding and also specifies a number of conditions and criteria to be met by SBCTC with identified dates leading up to the DG2 Go-Live decision by the ctcLink Steering Committee. At this time, QA is comfortable that the project will be able to meet the conditions met by the State OCIO in order to achieve full approval for funding.

The PMO is now providing direction for the work effort related to implementation of the re-designed PeopleSoft ERP security. The PMO has a mitigation plan for FLC colleges. The State OCIO has specified that the Role Security mitigation plan is provided to the ctcLink Steering Committee prior to the Go-Live decision. Although this area is considered YELLOW, according to ctcLink PMO, the implementation of Security Role 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.

Another condition was related to the readiness criteria for go-live. The project has established criteria which has been reviewed and commented upon by QA. Overall, the criteria were consistent with what we might expect to see for a project of this nature.

Lastly, the State OCIO expressed concerns about project scope and how that is/will be managed going forward. The project has defined a scope control process which QA has reviewed and provided comments back to the project. The scope management process was similar to what we would expect to see and have seen on similar type projects.

Understanding that the go/no-go decision will be made at the September 24<sup>th</sup> Steering Committee meeting, at this time, QA believes that the project is progressing according to plan and should be able to meet the requirements for go-live for DG2.

## 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 July 2019</u>	<u>Current Status August 2019</u>	<u>Overall Comments</u>
Overall	YELLOW	YELLOW	Overall project remains YELLOW as assessed by the QA team. Overlap of current and future deployments major concern. All remaining Deployment Groups are now active at different gates/phases.
SBCTC/ Governance	GREEN	YELLOW	The Governance framework continues to work as expected. The Go/No Go Decision for DG2 implementation is planned to be made in late September by the ctcLink Steering Committee. This decision is considered most critical to meeting the schedule for success of DG2 and impacts all remaining Deployment Groups. The ctcLink Steering Committee meeting scheduled for August 27th was canceled due to lack of quorum. Received by SBCTC on August 30 <sup>th</sup> , the State OCIO approved partial funding with conditions on SBCTC that certain specified documented criteria related to the DG2 Go-live Readiness are met per stated schedule in early September. Includes proposed Role Security Mitigation Plan. This issue has resulted in a status change to YELLOW by QA.
Project Management	GREEN	GREEN	The PMO continues to make adjustments in staffing, and team continues working well together. PMO was preparing the Readiness Template for intended use with DG2. This will be the first time this Readiness template will be used and can expect it to evolve with future deployments. PMO is addressing post-DG2 Go-live support plans as it involves commitment of key project staff, ERP support staff, and impact from planned DG3 workstreams. As stated above, SBCTC and PMO received partial funding approval from the State OCIO for Gate 4a if certain specified criteria are met on a DG2 timeline for the Go live decisions.
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. Major scope changes will impact budget, schedule, and project and support staffing. Of particular QA concern is the organizational complexity and predictability involved with

			<p>initiating, determining, and authorizing major proposed changes in overall project scope. The ctcLink Project Leadership role in moving major solution changes forward is limited.</p> <p>The implementation of enhanced role security for ctcLink is a major Project and QA schedule risk concern. This change to ctcLink role security was initially undertaken by SBCTC IT and performed by a consultant firm. Given schedule delays and severity, it has since become a YELLOW area of critical focus by the PMO in August. A mitigation plan is being implemented by the PMO.</p> <p>PeopleSoft accessibility was being tested by external consultants in August prior to input to the DG2 Go-live decision.</p> <p>Meetings were held in August to review general requirements for implementing Guided Pathways. Requirements supporting a system-wide solution for Guided Pathways were not within original scope of the ctcLink project.</p>
<b>Schedule Status</b>	<b>YELLOW</b>	<b>YELLOW</b>	<p>The DG2 schedule is now less than 60 days from Go-live. Pressures are mounting on the project team and the DG2 Colleges and State Board.</p> <p>The DG2 schedule was dependent on successful Chart of Accounts (CoA) implementation for CCS and TCC colleges. This was a major change of scope to ctcLink. The new CoA went live in July. CoA support activity was continuing throughout August. Priority continues to be focused on DG2 project and college readiness. A Readiness Assessment template was under development.</p> <p>The PMO was actively detailing multi-step plans for DG2 Go-live data conversions and production cutover. FLC colleges will be going into a production upgrade state with new functionality, while Clark and the State Board will be first time implemented with PeopleSoft.</p> <p>The ctcLink PMO is reviewing implementation plans and schedules for DG 3 and 4 based on experience gained with DG2 as well as taking into consideration holidays. This is a routine project management process to re-assess plans and schedules. PMO will be working closely with these college PMs.</p>
<b>Training</b>	<b>YELLOW</b>	<b>YELLOW</b>	<p>Training team and consultants continue working on preparing materials for the delivery of end-user training courses scheduled for September. This scope includes a combination of Self-Paced Courses and Instructor-Led Training workshops. Course registration will be online using a software product that provides attendance statistics.</p> <p>Progress continues to be made by the Training team.</p>

			<p>However, considering the workstream schedule, QA continues to be concerned that considerable content development remains for the 56 courses to support range of end-user training. The majority of the planned 36 Instructor -Led courses is Finance pillar specific and requires support from functional project staff.</p> <p>Training focus still requires active end-user participation, effectiveness skill-level assessments, and college follow-up. Training will be closely monitoring training attendance and outcomes.</p>
Testing	YELLOW	YELLOW	<p>PMO has assigned staff successfully filling the test coordination functions.</p> <p>The last of DG2 User Acceptance Testing (UAT) Sprints (Sprint #6) is now scheduled for the 1<sup>st</sup> week of September.</p> <p>DG2 has been executing a large testing workstream that includes parallel testing for payroll, financial-aid, and tuition calculation.</p> <p>PMO has expanded contract with Kastech to continue providing off-shore staff to perform Systems Integration Testing (SIT) for all 3 PeopleSoft pillars.</p> <p>Testing workstream remains a major QA concern since it requires continued active DG2 end-user participation.</p>
Configurations /Data Conversions	GREEN	GREEN	<p>Technical staff supported the DG2 cycle 4B conversion for additional data validation by Clark and SBCTC.</p> <p>The data conversion and production implementation of the Bio-Demo data for Clark College and SBCTC has a September 7 target date.</p> <p>Performance Load Testing identified technical production to ensure ctcLink system meets increased student user usage projections (20, 000 active student users).</p> <p>DG2 Go-live production cutover and conversion planning sessions continued in August.</p> <p>Technical team working on DG3 data cycle conversions. DG3 Course catalogs now in production.</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 60 days 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. The Payroll CPW was held in mid-August and the Work Study CPW</p>



			remains to be scheduled. This completes the planned scope of CPW sessions. A large number of the CPWs need to be submitted for Governance approval. 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.
<b>Project Staffing</b>	<b>GREEN</b>	<b>GREEN</b>	Overall ctcLink project staffing remains adequate at this time. PMO continues to make staffing adjustments as appropriate to meet DG2 and DG3 workstream requirements. QA recognizes that the high level of DG2 related activity leading up to Go-live remains stressful to the ctcLink project staff. There is concern that the overlapping work supporting the current schedule for DG3 Deployment Group has increased the stress factor. Project leadership and staff morale remains positive given increasing schedule pressures.
<b>Technical Environment</b>	<b>YELLOW</b>	<b>YELLOW</b>	The IT division continues addressing processes and critical staffing. Additional positions supporting ctcLink production have been approved and hiring underway. The ERP Change Management Board is being re-implemented to improve coordination and scheduling of changes. Service Level Agreement is awaiting final signatures.

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 State OCIO sent a letter to the SBCTC Executive Director on August 30, 2019. It states partial approval for Gate 4 funding and also specifies a number of conditions and criteria to be met by SBCTC with identified dates leading up to the DG2 Go-Live decision by the ctcLink Steering Committee.
- 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.
- The 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.
- QA team considers Governance as YELLOW until the OCIO conditions are met and once a Go-Live decision is made for DG2.

### Scope

- Security Module
  - PMO is now providing direction for the work effort related to implementation of the re-designed PeopleSoft ERP security. The PMO has a mitigation plan for FLC colleges.
  - The State OCIO has specified that the Role Security mitigation plan is provided to the ctcLink Steering Committee prior to the Go-Live decision.
  - Software to facilitate assignment of administrative security roles is continuing in development. It is not expected to be ready for DG2.
  - Software configuration changes still require testing and college defined changes to their role/administrative approval authorities.
  - Although this area is considered YELLOW, according to ctcLink PMO, the implementation of Security Role 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. Vendor contract being finalized. 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 prioritized 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.
  - **Planning and Budgeting Tool** - Committee formed to review, finalize, and approve Budgeting requirements. Oracle/Mythics building a prototype of the PBCS solution using templates from Peninsula, Pierce, Spokane, and SBCTC. Working group to

- evaluate and recommend to ctcLink Governance if PBCS will meet requirements or if an RFP needs to be developed.
- **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** - Clark submitted issues with Accessibility that they identified. These issues are being tracked by the PMO. SBCTC contracted with Level Access to assist ctcLink staff to perform accessibility testing in August. Phase 1 scope is completed. The testing focused on Student and Employee Self Service and Mobile. Upon QA review of the results, there are a number of specific recommendations to improve accessibility, mostly software usability designs that can be retrofitted into the current PeopleSoft. Phase 2 testing is scheduled for early September.
  - **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. A working session for Guided Pathways requirements was held on August 19/20<sup>th</sup> to evaluate what the PeopleSoft product offers for this solution. The potential Deployment Group (not DG2) for implementation with PeopleSoft and scope decisions will require impact analysis on colleges and on the ctcLink project gates.
  - **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) continued in August. Phases 1-3 of the CoA plan are now reported as completed. A technical solution for long term Billing/Accounts Receivable (AR) was deployed in August. A long term solution for General Ledger (GL) and rule/cross walk updates was scheduled for end of August. 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 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 was posted August 1<sup>st</sup> and provided more information on the completed COA work phases.
- The last major phase for the new CoA involved configuration of the FY19 Closing Rules in PeopleSoft and the execution of the “Request Ledger Close” process for FY19. This process 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 enables the FLC colleges to close FY19 balances in their old CoA

and open them in FY20 under the new CoA structure. This work was tested and scheduled for production at the end of August.

- Sprints were 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 remaining UAT Sprint 6 continues into early September. It was scheduled for completion in August but has been delayed due to required updates to the PeopleSoft technical environments.
  - 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 (August 5-16 Project Status Report) was self-reported as RED. It was previously reported as YELLOW. Issue cited is access to the PS Security and Approval Workflow Engine (AWE) is impacting SBCTC Finance team.
  - Tacoma Community College (TCC) has self-reported overall status for DG2 as GREEN (August 5-16 Project Status Report).
  - Clark College has self-reported overall status for DG2 as GREEN (August 5-16 Project Status Report). Clark is finalizing the college go-ready checklist. It is also finalizing student communications.
  - Community Colleges of Spokane self-reported overall status of DG2 as RED (August 5-16 Project Status Report.) The primary areas that noted in the report are status of the Security Role Resign and Fiscal 19 Year-End Close. As indicated by CCS, would consider YELLOW at end of August once issues were resolved.
- 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. ERP support now has responsibility for this functionality.
  - WAPAY (Central Payroll processes managed by SBCTC Finance staff) is now implemented in Production in July. Major accomplishment for the project. ERP support now has responsibility for this functionality.
  - 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 reported in the August 5-16 Project Status Report, the PMO 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 August 5-16 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. The PMO will be meeting with the DG3 College PMs to jointly discuss the overall schedule for DG3 implementation.
  - The new ctcLink Scheduling Project Manager is on-board and planning/managing DG schedules. Primary focus is 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; however, good progress continues to be made in this key area.
  - 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. It is now being tasked with helping prepare training materials for the end-user training courses.
  - The Training PM has scheduled for development of additional materials to support the end-user training courses for ctcLink. 6 courses were complete. All courses are in progress.
  - End-user training consists of:
    - 36 Instructor Led Courses (ILT), majority are Finance.
    - 20 Self-Paced Courses (open schedule, weekly).
    - All courses are at minimum Level 100.
    - Level 200 Self-paced courses will be developed from November to January for use with DG3.
    - General/Ledger courses are Level 100/200/and 300.
    - Course modules have assessment quizzes based on understanding course content. Scoring is included. Training team to pull analytics from the courses.
    - Course registration for End-users is being accomplished using online software (Trumba). This product will provide colleges and ctcLink PMO with statistics of course attendance.
  - 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.
  - Training has ERP support staff review training materials and courses. This was a QA recommendation.
  - All training materials are now being contained in the Reference Center.

- QA team remains concerned that these 56 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. QA is concerned that the 2 week schedule for support is constrained and should be extended for another 2 weeks.

### 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. Latest is this person has been delayed. No date is now available.
  - The Systems Integration Testing (SIT) continued in August. The SIT is contracted to Kastech, and using off-shore resources. Kastech will be adding 5 additional testers off-site. SIT work will continue for each Deployment Group as local configurations require SIT testing. This is intended to ensure the functional components are working prior to testing activity by college personnel.
  - Parallel testing continues. This activity requires support from the Project Technical team, ERP support, and Legacy technical staff. Clark has been participating in parallel testing for payroll.
  - 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 was provided changes in converting Student Financials based upon review of their data.
- DG2 colleges were reviewing DG2 Conversion Cycle 4B data.
- Conversion Cycle 3 for DG3 was underway. Course scheduling now online in production environment for DG3 colleges. Local college specific configurations were being built by the project functional teams.
- Will be establishing DG2 EMPLID in Production Environment. Currently waiting on implementation timing decision. Date remains open.
- Process for determining “implementing technical code freeze” was being coordinated between IT and the ctcLink project.
- Technical team very active in planning 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.
- Deputy ctcLink Project Director specifically managing details of production cutover and conversions required for DG2 implementation. This individual has substantial expertise in this area which benefits the control over this critical project activity.



## 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 continued. This testing is in the PS 9.2 environment.
  - Another CPW (Payroll) was completed in August 2109.
  - The last planned CPW (Managing Work Study) is TBD.
  - 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.
  - OCM team will be assisting PMO with DG2 coordination tasks leading up to and after Go-live implementation.

## 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 August. 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.
  - 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.
    - The SLA is now awaiting final signoffs.
  - The ERP Change Management Board is being re-implemented to improve coordination and scheduling of changes.
  - Process for setting ctcLink code freezes being worked on by SBCTC IT and the ctcLink PMO.
  - Re-design of the PeopleSoft Role Security was undertaken by SBCTC IT with a consultant firm responsible for performing the work. Given multiple issues with this scope, meeting schedules, and quality of the deliverables, ctcLink PMO directly took control of managing this effort. It is QA understanding that the FLC colleges can implement the DG2 upgrade with current ctcLink roles if these have not all changed in time for Go-Live. Colleges will be able to selectively review role assignments and make post-live changes to new security role definitions as appropriate. This issue was cited in the State OCIO letter to SBCTC Executive Director dated August 30, 2019. It requires a mitigation plan being presented to the ctcLink Steering Committee prior to the Go-live decision for DG2.

## 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. **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 Response** - QA considers this an Open item.

- 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:** Schedule was developed and communicated in August. This is now a Closed 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 participated in UAT. **SBCTC Update:** ERP support staff will be reviewing End-user training courses as they are developed.

- 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. This item is now considered Closed.

- **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. **SBCTC Update:** Communications ongoing for Sprint information. **SBCTC Update:** Schedule has been emailed to PM's and backups and has been loaded into the cDR. We have created registration for all end user training courses which we was published on August 22nd. **QA Update:** QA now considers this recommendation closed.

- **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.

- **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. **SBCTC Update:** End User Training course schedule has been sent to all PM's, along with registration information. Currently working on all 100 level courses for delivery starting 9/3/19. Some subjects are already being worked on for intermediate and advanced content.

- **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. **SBCTC Update:** The detailed work plans are in progress and once re-baselined will be presented to Governance for approval, including the DG3 and DG4 go live dates now that the Colleges have worked to align with the proposed go live dates.

- **NEW QA 0155 Finding:** The plans for DG2 post-live support by the ctcLink team is currently scheduled for 2 weeks.

**Recommendation:** QA recommends the support window be extended for another 2 weeks.

- **NEW QA 0156 Finding:** Clark College requested project staff on-site during implementation.

**Recommendation:** QA recommends this should be acted upon given it will provide additional hands-on experience for the project consultants. It will need to be limited so as to not seriously impact DG3 work schedules.

## 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 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 was filled and this person has started managing the schedules.

## 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:

- Readiness Status of DG2 Colleges and SBCTC to implement Go-live in October.
- 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.