



ctcLink Project Quality Assurance
Monthly Report – September 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 Go/No Go Decision to proceed with the DG2 implementation was made by the ctcLink Steering Committee at the September 24th meeting. DG2 Implementation involves two major elements. FLC colleges will be going into a production upgrade state with new Campus Solution functionality. This is scheduled to go-live October 14th. Clark and the State Board will have their data converted from legacy and be implemented with PeopleSoft on October 30th. Each college/agency has some issues that need to be resolved before go-live which the project believes will be completed.

An extensive Go-live dry run for DG2 Implementation was performed in September. This activity required support from the Project Technical team, ERP support, and Legacy technical staff. The ctcLink Deputy Project Director, working with the Project Technical Leads, was responsible for managing the processing work streams. This dry run activity involved a 10 day schedule, with 24 hour shifts. Announcements were posted every 2-4 hours to all staff. It was viewed by participating staff as very positive, providing exposure to what a real life ctcLink Go-live is like.

One major issue for Clark College in particular, is the accessibility of the ctcLink system. PeopleSoft accessibility was tested by external consultants prior to input to the DG2 Go-live decision. SBCTC and Clark College are working now with Oracle to improve PeopleSoft accessibility capabilities.

Training team has made significant progress in delivering training materials for the 60 end-user training courses. Course registration was changed to use an PMO developed web application which works better for the college users to sign up for multiple courses vs. one course at a time. Training will still be able to generate course attendance statistics. As of September 30th, over 6,000 college users have registered for access to the courses.

Testing has continued to make progress as well. The remaining UAT Sprint 6 continued into early September. QA team reviewed the level of DG2 user participation and this has consistently improved since the UAT workstream started in early May. The UAT processes have continued to evolve since Sprint 1 and will be further tuned for use with DG3.

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 August 2019</u>	<u>Current Status September 2019</u>	<u>Overall Comments</u>
Overall	YELLOW	YELLOW	<p>Overall project remains YELLOW as assessed by the QA team. Overlap of current and future deployments major concern.</p> <p>All remaining Deployment Groups are now active at different gates/phases. DG2 is being readied for October implementation and DG3 is preparing for testing with a March 2020 implementation target date.</p>
SBCTC/ Governance	YELLOW	YELLOW	<p>The Governance framework continues to work as expected. The Go/No Go Decision to proceed with the DG2 implementation was made by the ctcLink Steering Committee at the September 24th meeting.</p> <p>The State OCIO approved partial Gate funding on SBCTC that funds work already performed. This action by the OCIO is a SBCTC executive leadership concern since the project resources (staff and consultants) are heavily engaged in multiple deployments now. A potential unintentional consequence of partial funding could be stoppage of the project, with resource fallout and overall budget impact. This risk requires a QA status of YELLOW.</p>
Project Management	GREEN	GREEN	<p>The PMO continues to make adjustments in staffing, and teams continue working well together. PMO team is primarily focused on DG2 readiness and at the same time supporting DG3 work activities.</p>
Phase Scope	YELLOW	YELLOW	<p>The implementation of enhanced role security for ctcLink is a downgraded by QA to the level of a phase risk concern. The change to ctcLink college role security was initially undertaken by SBCTC IT and performed by a consultant firm. Given schedule delays and severity, it became an area of critical DG2 focus by the PMO in September. A mitigation plan was implemented by the PMO. The PMO should now quickly move responsibility for working with colleges on role security back to SBCTC IT and ERP support.</p> <p>PeopleSoft accessibility was tested by external consultants prior to input to the DG2 Go-live decision. SBCTC and Clark College is working now with Oracle to improve PeopleSoft accessibility capabilities.</p> <p>QA continues to remain concerned that the risk</p>

			<p>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.</p> <p>Of particular QA concern is the organizational complexity and predictability involved with 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>
Schedule Status	YELLOW	YELLOW	<p>The DG2 schedule is now less than 30 days from Go-live. Pressures are mounting on the project team, ERP support and the DG2 Colleges and State Board. DG2 Implementation involves two major elements. FLC colleges will be going into a production upgrade state with new Campus Solution functionality. This is scheduled to go-live October 14th. Clark and the State Board will have their data converted from legacy and be implemented with PeopleSoft on October 30th.</p> <p>Mock Go-Live Dry Runs were held in September to prepare for the actual work to be performed by combined teams in October. Lessons learned from the dry runs were used by the PMO to make minor adjustments in detail schedules and assignments.</p> <p>The ctcLink Project Steering Committee approved March 9, 2020 as the DG3 Go-live implementation date. DG3 Data Conversions were underway and DG3 colleges are getting ready to start User Acceptance testing starting in November.</p>
Training	YELLOW	YELLOW	<p>Status remains YELLOW; however trending to GREEN. Training team has made significant progress in delivering training materials for the 60 end-user training courses. Course registration was changed to use an PMO developed web application which works better for the college users to sign up for multiple courses vs. one course at a time. Training will still be able to generate course attendance statistics. As of September 30th, over 6,000 college users have registered for access to the courses.</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>PMO expanded contract with Kastech to continue providing off-shore staff to perform Systems Integration Testing (SIT) for all 3 PeopleSoft pillars.</p> <p>Testing workstreams for DG3 remains a QA concern since it requires continued active DG3 end-user participation.</p>

<p>Configurations /Data Conversions</p>	<p>GREEN</p>	<p>GREEN</p>	<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 was implemented in September.</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>Dry run was held for DG2 Go-live production cutover and conversions in September.</p> <p>Technical team working on DG3 data cycle conversions. DG3 Course catalogs now in production.</p>
<p>Organizational Change Management (OCM)</p>	<p>GREEN</p>	<p>GREEN</p>	<p>PMO/OCM remains 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 30 days until Go-live, QA remains concerned the PMO focuses on the DG2 schedule/priority activities.</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. The DG2 Go-Live and ctcLink Deployment Group updates published on September 27th is a really good representation of quality and timely communications. The DG2 Colleges are also actively communicating status to their employees and students.</p>
<p>Project Staffing</p>	<p>GREEN</p>	<p>GREEN</p>	<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.</p> <p>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.</p> <p>Project leadership and staff morale remains positive given increasing schedule pressures. This is an exciting time for staff that has not previously experienced a major project Go-Live implementation.</p>
<p>Technical Environment</p>	<p>YELLOW</p>	<p>YELLOW</p>	<p>The IT division continues addressing processes and critical staffing. Additional positions supporting ctcLink production have been approved and hiring underway.</p>

			<p>The ERP Change Management Board is now established to improve coordination and scheduling of changes.</p> <p>Service Level Agreements between SBCTC IT and DG2 colleges are now signed.</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

- On September 24, 2019 the ctcLink Steering Committee met and reviewed DG2 Readiness and unanimously approved decisions to Go-live with upgrading FLC colleges and new implementations for Clark College and SBCTC.
- There are a number of other in-scope items which are outstanding and these are 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** – Steering Committee approved Budgeting requirements. Oracle/Mythics currently 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 meets 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 was underway in September. Phase 2 includes online admissions and continuing education. (OSECE and CampusCE). The ctcLink Project, SBCTC IT, and Clark are currently working with Oracle to improve areas of PeopleSoft Accessibility.
 - **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 underway. Colleges have selected and implemented a number of different CRM solutions to meet Guided Pathways at their colleges. 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 September.
 - 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 continued working on CoA transition activities.
- 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 continued into early September.
 - QA team reviewed the level of DG2 user participation and this has consistently improved since the UAT workstream started in early May.
 - The UAT processes have continued to evolve since Sprint 1 and will be further tuned for use with DG3.
 - The schedule for DG3 colleges has UAT Sprints now beginning in November.
- DG2 Implementation
 - DG2 Implementation involves two major components. Upgrading production software used by the FLC Colleges and then converting the legacy system data used by Clark College and SBCTC with PeopleSoft ERP.
 - Tacoma Community College (TCC) self-reported overall status for DG2 as GREEN (September 2-13 Project Status Report). During DG2 implementation, Tacoma will be upgraded with the latest PeopleSoft Campus Solution release and the Fluid navigation software. TCC executives have now signed off on the Go-Live upgrade decision.
 - Community Colleges of Spokane self-reported overall status of DG2 as RED (September 2- 13 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. It is QA understanding that CCS was able to close FY 19. CCS executives have now signed off on the Go-Live upgrade decision.
 - Clark College self-reported overall status for DG2 as GREEN (September 2-13 Project Status Report). Clark finalized the college go-ready checklist. It is also finalizing student communications. Clark executives have now signed off on the Go-Live implementation decision.
 - The State Board self-reported status as YELLOW (September 2-13 Project Status Report). Issue cited was access to the PS Security and Approval Workflow Engine (AWE) which impacted testing by the SBCTC Finance team. SBCTC executives have now signed off on the Go-Live implementation decision.
- 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. These solutions will be decided upon and implemented in future deployment groups.

- The AFRS CEMLI is in production. This CEMLI will need some updates due to CoA changes at FLCs. ERP support has responsibility for this functionality.
- WAPAY (Central Payroll processes managed by SBCTC Finance staff) was implemented in Production in July. ERP support 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 September 2-13 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 September 2-13 Project Status Report.
 - DG3 colleges were self-reported as GREEN (September 2-13 Project Status Report). Project DG3 is in the construct phase, focused on conversions and data validations. DG3 cycle 3 Data Conversion in process. UAT is scheduled to begin in November 2019.
 - DG4 project phase begins in November 2019.
 - The ctcLink Project Management Office (PMO) reviewed implementation plans and schedules for DG 3 and 4 based on experience gained with DG2 and initial work with DG3.
 - The Steering Committee approved a March 9, 2020 Go-live date for DG3.
 - The PMO is including more detailed Project Timeline charts for DG3 and DG4. This information is now included in the Project Status Report provided to the Steering Committee.
 - The ctcLink Scheduling Project Manager has made improvements in the planning/managing DG schedules. Primary focus involved 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, trending to GREEN.
 - Substantial progress has been made in preparing End-user Training Materials.
 - The Training PM has been effectively utilized GP Strategies for delivery of training materials. Their staff has been reduced to 2 individuals by the end of September.
 - The Training PM has scheduled for development of additional materials to support the end-user training courses for ctcLink. 31 courses are now complete and available. All remaining courses are in progress. Training Manager indicates EU materials development is now 50% complete.
 - End-user training consists of:
 - All 60 courses are at minimum Level 100.

- Level 200 Self-paced advanced 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 has been changed to make it more user friendly. It utilizes ctcLink developed web application. This will provide colleges and ctcLink PMO with statistics of course attendance.
 - Over 6,000 users at the colleges have now signed up for ctcLink training courses!
- 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.
 - Campus Solutions team held Course and Class Fee Workshop with Clark CS users.
 - 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.
 - DG3 is scheduled to begin UAT testing in November and will be utilizing training materials developed for DG2.

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 September. The SIT is contracted to Kastech, and using off-shore resources. Kastech has 5 additional testers working 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.
 - DG2 SIT Testing for Finance and HCM pillars are now 100% complete. Campus Solution is 85% complete.
 - User testing of new role security continued to be problematic during September. Issue was test environments availability.
 - SIT testing for DG3 is scheduled to begin in early November.
 - The QA team currently assesses the overall Testing workstream as YELLOW.

Configurations/Data Conversions/Development

- Conversion team completed Cycle 5 data for DG2.
- 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.
- Improvements were made with enrollment conversion, with target as close as 100% success for Fall Term Tuition Calculation accuracy. The team has solved issues with SF conversion and achieved a 99% success rate.

- Team increased number of backups (6) to ensure enough rollback points are available if issues are encountered requiring roll back to earlier points during conversions.
- Cutover plans will now include full backup prior to execution and load/validation to ensure that a solid backup is available if needed during either DG2 cutover weekends.
- 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.
- Process for determining “implementing technical code freeze” was coordinated between IT and the ctcLink project. Technical freeze now in effect until after Go-live and stabilization.
- An extensive Go-live dry run for DG2 Implementation was performed in September. This activity required support from the Project Technical team, ERP support, and Legacy technical staff. The ctcLink Deputy Project Director, working with the Project Technical Leads, was responsible for managing the processing work streams. This dry run activity involved a 10 day schedule, with 24 hour shifts. Announcements were posted every 2-4 hours to all staff. It was viewed by participating staff as very positive, providing exposure to what a real life ctcLink Go-live is like.
- Technical staff has resolved technical issues identified during the dry run.

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.
 - 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 team scheduled and held on-site “college readiness check-ins” for DG colleges.
 - Met with DG2 College PMs to review their OCM plans.
 - 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 continues to implement 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. 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 continues to add personnel to the ERP Support teams based on ramp times for critical skills.

- A major ERP process improvement includes defining the basis for ctcLink Service Level Agreements (SLAs) between SBCTC IT and each college. These SLAs would be measurable and basis for reporting performance.
 - The SLA for DG2 colleges is now finalized and signed.
- The ERP Change Management Board is being re-implemented to improve coordination and scheduling of changes.
- 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 required a mitigation plan being presented to the ctcLink Steering Committee prior to the Go-live decision for DG2. This mitigation plan was delivered by the PMO. The ctcLink Project has developed a framework for the colleges to implement enhanced administrative role security and worked closely with Clark College to verify the approach.

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 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 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.

- **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.

- **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.

- **NEW QA 0157 Finding:** 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 managing scope, meeting schedules, and quality of the consultant deliverables, ctcLink PMO directly took control of managing this effort as it impacted DG2. This work effort has placed an unplanned and heavy work load on the PMO.

Recommendation: QA recommends that the ctcLink PMO immediately return responsibility for supporting colleges with implementing and updating role security back to SBCTC IT since this is production support.

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 additional 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 enabled the critical Training workstream to transition to YELLOW status. Now trending to GREEN.
- 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.
- 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.