



ctcLink Project Quality Assurance

Monthly Report – October 2019

Presented to:



**Washington State Board for
Community and Technical Colleges**

By:



1215 Hamilton Lane, Suite 200

Naperville, IL 60540

www.MoranTechnology.com

Voice & Fax: 877-212-6379

Table of Contents

Cover Letter	3
Executive Summary.....	4
Project Status Scorecard	5
Quality Assurance Findings	8
Recommendations	12
Project Management Book of Knowledge Assessment.....	16
Risk Assessment.....	19

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,

Charles R. Moran
Sr. Partner and CEO
Moran Technology Consulting, Inc.
Charlie.Moran@MoranTechnology.com
(877) 212-6379

Executive Summary

DG2 implementation proceeded during the month of October. Clark College and the SBCTC Agency were brought up on ctcLink, which completed the DG2 implementation. Security was the biggest issue encountered during the implementation, which was understood by all ahead of the go-live that it would be problematic. Student financials were also an issue, which was unexpected. However, all parties (Clark, SBCTC, ctcLink Project, and ERP Support) worked well together to resolve issues and minimize impact.

The go-live dry run for DG2 Implementation which was performed in September paid dividends in that the team was able to put together a schedule of activities for the go-live that was followed closely, and more importantly, was pretty accurate for a project implementation of this complexity.

Project communication was well done, not only from the ctcLink Project Team, but also the communication that was delivered before and during go-live by the Clark College project team. All of this will be useful for future deployment groups and colleges to learn from and utilize.

It has been a long, slow climb to get to this point, but all involved should take great pride in what has been accomplished with the DG2 implementation which included the upgrade of the First Link Colleges. The team is already collecting lessons learned from involved parties in order to plan for and improve the success of the future deployment group go-lives. There is much work to be done before the project is considered a success; however, QA believes that this implementation demonstrates the power of good planning and collaboration.

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 September 2019</u>	<u>Current Status October 2019</u>	<u>Overall Comments</u>
Overall	YELLOW	YELLOW	The Overall Status remains YELLOW given the deployment schedules and project/support resource concerns for completing the remaining 30 colleges. DG2 was implemented in October. This is a major milestone accomplishment for the overall project. All remaining Deployment Groups are now active at different gates/phases. DG3 is now being readied for a March 2020 implementation target date.
SBCTC/ Governance	YELLOW	GREEN	The Governance framework continues to work as expected. The ctcLink Steering Committee reviewed and made Go-live decisions to implement DG2 Upgrade of the First Link Colleges and implement Clark College and the State Board with PeopleSoft at the end of October. The State OCIO is processing the Gate 4 funding at this time. QA now considers Governance as GREEN.
Project Management	GREEN	GREEN	The PMO continues to make adjustments in staffing and organizational structure. The project and ERP support teams achieved a critical DG2 milestone together and they continue working well together. PMO team is now primarily focused on DG3 readiness and at the same time supporting subsequent deployment groups work activities.
Phase Scope	YELLOW	YELLOW	DG3 scope is different than DG2 and will be itself very challenging. The scope involves implementing five colleges in DG3. Management of scope will have varying degrees of college readiness and engagements, and increases the initial and ongoing ERP support requirements. The implementation of enhanced role security for ctcLink was a challenge for the DG2 implementation. It is not expected to be as serious an issue for remaining deployment groups.
Schedule Status	YELLOW	YELLOW	Schedule focus is now directed at DG3. DG2 lessons learned are being reviewed and will be used by the PMO in making task and schedule adjustments for future deployments. Although DG3 activity has been underway since January 2019, the target date is now 4 months from Go-live. Baseline schedule for DG3 is being finalized. DG3 Data Conversions are now underway and DG3 colleges are getting ready to start User Acceptance

			<p>testing starting in mid-November.</p> <p>DG4 project kickoff was held on October 14th and Global Design Reviews/Business Process Fit/Gap workshops are overlapping with DG3 Go-live schedule tasks. This overlap and impact on project functional resources is a QA concern.</p>
Training	YELLOW	GREEN	<p>Status is considered GREEN. Training team completed 61 end-user training courses. As of October, over 12,000 DG2 college users registered for access to the courses. These courses are Level 100 basic courses. More advanced courses Levels 200 and 300 are being planned at this time.</p> <p>DG3 users will benefit by having these Level 100 courses available earlier than DG2 users. 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	GREEN	<p>PMO has staff successfully filling the test coordination functions. An additional test coordinator is being hired for HCM.</p> <p>PMO is using off-shore contract staff to perform Systems Integration Testing (SIT) for all 3 PeopleSoft pillars.</p> <p>User Acceptance Testing (UAT) will start in mid-November and involves 4 Sprints. College testers will benefit from training materials developed for DG2.</p> <p>Testing workstreams for DG3 require multi-college DG3 SMEs and end-user participation.</p>
Configurations /Data Conversions	GREEN	GREEN	<p>Technical staff supported the DG2 implementation and the dry-runs held prior to go-live.</p> <p>Technical team is working on DG3 data cycle conversions. Technical leads are reviewing conversion plans for multiple college implementations. Data conversion schedules are driven by data volume of per college. Student Financials (SF) conversion was problematic during Clark go-live and this is a high level technical priority for DG3 improvement.</p>
Organizational Change Management (OCM)	GREEN	GREEN	<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.</p> <p>Effective communications and correct messaging is important to ongoing success of the ctcLink 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 OCM work, communications, and plans used for DG2 should be good models for DG3</p>

			<p>and future deployments.</p> <p>The feedback from the project team onsite at Clark provided insight that front-line administrative personnel were being challenged with using the new PeopleSoft software. This key implementation success factor involves OCM and Knowledge Transfer. QA would expect to see this addressed for future DGs.</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 DG3 workstream requirements. Additional staffing changes will have only minor influence the next 4 months for DG3. Project and ERP support will be stressed again to meet DG3 and DG4 workload.</p> <p>To address ctcLink security, changes were made and a new security person has been contracted for the project.</p> <p>The successful October go-live for DG2 was an exciting, very positive outcome for participating staff. For many, this was a first time experience.</p>
Technical Environment	YELLOW	YELLOW	<p>The IT division continues addressing processes and critical staffing. Additional positions supporting ctcLink production have been approved and hiring continues.</p> <p>The ERP support teams worked closely the project staff to successfully implement DG2. The support team is now handling the new volume of support tickets, with help from the project staff.</p> <p>Enhanced role security needs to be rolled out more effectively going forward.</p>

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 ctcLink Governance structure and related processes are working. DG2 was implemented on schedule and focus is now being directed at DG3 and future deployment groups.
- The Steering Committee has approved a March 9, 2020 go-live date for DG3 implementation.
- The OCIO and OFM are currently processing the remainder of Gate #4 Funding as requested by 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** – Vendor contract approved and signed. Statement of Work #1 approved and signed to build baseline interface. BPFPG scheduled 3 day system wide workshop for mid-November.
 - **Online Admissions** - The subcommittee finalized requirements. RFI will be used to understand possible solutions and costs before final decisions on RFP or custom solutions. Timeframe for a future DG implementation will be driven by this information and Governance decisions. A 3rd party Vendor has now developed a prototype to see if it is a possible OAA solution. The ctcLink staff will continue to enhance OAA based on prioritized requirements of 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 built a prototype of the PBCS solution using templates from Peninsula, Pierce, Spokane, and SBCTC. Working Group reviewed prototype and made recommendations to the Steering Committee.
 - **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** – Phase 1 testing scope was completed and focused on Student and Employee Self Service and Mobile. The ctcLink Project, SBCTC IT, and Clark continue working with Oracle to improve accessibility, mostly software usability designs that can be retrofitted into current PeopleSoft. Phase 2 accessibility testing includes online admissions and continuing education (OSECE and CampusCE) is being scheduled with consultant firm.
 - **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 DG3) 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.

PMO and Staffing

- QA views the status of PMO and Staffing areas as GREEN.
- The ctcLink Project Director prepared a ctcLink Lessons Learned document for use with future State Legislature meetings. This provides a historical list of strategic changes made to ctcLink based on the First Link Colleges experience.
- DG2 Lessons Learned debriefs are being held and documented by the PMO. Will be provided to the Steering Committee and OCIO.
- Assignments and adjustments in roles continue to be made within the Project management team. This is a normal aspect of a large complex project over time. All Pillar functional teams are now reporting to the ctcLink Project Director.
- The ctcLink Project Manager for Finance and HCM Pillars will be leaving mid-November after 6 years working on ctcLink. His talent will be missed but the project has been aware of this loss and has been addressing the situation.
- PMO will be bringing on a consultant to lead the Student Financials (SF) workstream. The SF conversion process will be an area for improvement.
- The ctcLink PMO implemented a Control Center concept for DG2 implementation, and plan on using similar approach for the multi-college DG3.
- Contracts extended for key project consultants.
- Additional Finance functional analyst project positions are now open to support DG3 and DG4 work.

Schedule

- The multi-phase implementation of the new standard Chart of Accounts (CoA) continued with the FLC colleges in October.
 - FLC colleges are now upgraded to the latest PeopleSoft software as a major component of DG2.
 - DG3 Colleges will implement the standard Chart of Accounts.
- DG3 Implementation Status
 - Four (4) Sprints will be used by the PMO to schedule DG3 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. UAT is scheduled to begin in November 2019.
 - PMO has requested DG3 local college security person participation in supporting UAT Sprints.
 - DG3 colleges were self-reported as GREEN (October 14 to October 25 Project Status Report). Project DG3 is in the construct phase, focused on conversions and data validations. DG3 cycle 3 Data Conversion in process. Planning is underway for Conversion Cycle 4.
 - Holiday Schedule for December 2019/January 2020 will impact SBCTC support and DG3 College staffing for engagements and was factored into Governance decision to re-set DG3 go-live implementation date.
- The project PMO is routinely reporting on status of remaining Remediation items. It is understood that DG2 colleges will no longer need to self-report, which included remediation reporting. While self-reporting will not continue, the ctcLink project will continue to report on remediation progress until all work is completed.

- Other Deployment Groups Status
 - DG4 project kickoff was October 14th. DG4 colleges were currently taking Global Design Adoption (GDA) Canvas courses in pre-work for their GDA activity.
 - The ctcLink Project Management Office (PMO) continues reviewed implementation plans and overlapping schedules for DG 3 and 4 based on experience gained with DG2 and initial work with DG3.
 - The PMO has included more detailed Project Timeline charts for DG3 and DG4, 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 (baseline) and DG4 schedules, working with other key members of the PMO and with the college PMs. The weekly PMO meeting will have focus on updating schedules.

Training

- QA currently views the status of DG2 Training workstream as GREEN.
 - The team completed development and delivery of Level 100 End-user Training Courses.
 - All 61 courses are at minimum Level 100.
 - Level 200 Self-paced advanced courses will be developed from November to January for use with DG3. QA requested a list of the advanced courses and schedule target dates.
 - 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 was changed and utilizes a ctcLink developed web application. This will provide colleges and ctcLink PMO with statistics of course attendance.
 - Over 12,000 users at the DG2 colleges have now signed up for ctcLink training courses.
 - All training materials are contained in the ctcLink Reference Center.
 - A one page survey is being used to collect training course feedback.
 - The Training PM has effectively utilized GP Strategies for delivery of training materials. Their staff has been reduced to 2 individuals. One consultant is now developing some advanced (Level 2) training materials.
 - DG3 colleges will benefit from having 2 months end-user access to take the Level 100 courses and the ability to repeat, review content as users self-determine prior to Go-live.
 - DG3 is scheduled to begin UAT Sprints in November and will be utilizing training materials developed for DG2. Pillar specific kickoffs are planned.
 - DG3 users participating in Sprints should have been experience with role security and Training Manager will be providing testers with “data sheets” to record “user data” that transitions use to subsequent process transactions. This is another item from lessons learned!
 - QA has identified a couple of additional key areas that will require specific Training Materials/Courses. These were discussed with the Training Manager and will be identified in our October Report recommendations.

Testing

- QA views the Testing workstream as GREEN; however, remain concerned about resources committed to Testing relative to other Project workstreams, including DG4.
 - The PMO has testing coordinators assigned for each Pillar. The Deputy Project Director is responsible for managing overall testing workstreams. A HCM testing coordinator position is to be filled.
 - The Systems Integration Testing (SIT) for DG3 is contracted to Kastech, and using off-shore resources. Kastech has 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.
 - User testing of new role security continued to be problematic during October and during/ after go-live. Issue was test environments availability and correct roles/assignments. This should be fixed in order to support UAT Sprints.
 - DG3 UAT testing to begin mid-November. 4 Sprints are planned.
 - Pillars are continuing working on automating areas of testing to reduce repeat workload on functional and college personnel.

Configurations/Data Conversions/Development

- Technical Management now assigned to the Deputy Project Director.
- Conversion team resolved issues identified during DG2 conversions.
- Production cutover planning used for DG2 Go-live will now be leveraged and improved based on lessons learned. This is a key area for DG3.
- 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.
- Conversion Cycle 4 in preparation stage.
- Project technical staff and ERP support worked well together to resolve technical issues during and post DG2 implementation.
- Technical conversion lead reviewing possible alternatives for converting historical and current data during DG3 go-live. The timing requirement and schedule impact for multi-college data conversions is driven by data volumes.
- PeopleTools update 5.7 contains accessibility improvements and should be implemented in production before the DG3 Go-live.

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 developed detailed schedule for communications corresponding to college phase gates and implementation schedules. This work involved creating standard communication templates for colleges to utilize. This will be a major benefit for future deployments.
 - The OCM/College Relations team continues to schedule and hold on-site “college readiness check-ins” for DG colleges.
 - OCM is assisting with on-boarding new college PMs.

- OCM team assisted PMO with DG2 coordination tasks leading up to and after go-live implementation.
- All Deployment Groups are active and DG5 and DG6 are starting their pre-requisite initiation work. No detailed schedules yet for DG5 and 6 pending outcome and lessons learned from DG3 multi-college implementations.

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. 3 Open Positions still to be filled for DG3. Staffing requirements for DG4 support will be determined after DG3 Go-live experience with the five additional colleges.
 - 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 in effect.
 - Memorandum of Understanding (MoU) draft is being developed to establish specific detail responsibilities for SBCTC support and for each college. The structure of the MoUs will need to go through Governance.
 - The ERP Change Management Board is being re-implemented to improve coordination and scheduling of changes.
 - As previously reported by QA, implementing the more restrictive PeopleSoft Role Security definitions and assignments was seriously problematic leading up to and during DG2 Go-lives. It had an overall negative impact to DG2. Mitigations were required. FLC Colleges are still using a combination of old and new Security role assignments and will be updating these security role assignments over time.

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. **SBCTC Update:** The SBCTC Training and Testing teams as well as functional teams have worked with ERP Support to document and share knowledge on changes for DG2 upgrade and fluid implementation. We now believe this issue can be closed. **QA Response** - QA considers this closed however has recommended that a training course be developed for the colleges to utilize.

- 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. **SBCTC Update:** ERP Support team participated in DG2: Upgrade Conversion Weekend activities (validation) and also participated in post go-live support. We believe this issue can now be closed. **QA Response** - QA considers this 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. **SBCTC Update:** DG2 Go Live communications and other key issues taking precedence. Will determine best time for this topic as a future blog post.

- **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.

SBCTC Update: Training Manager has communicated and released all self-service training courses to all deployment groups. In addition, we are releasing the 100 level training courses to DG3 as part of UAT in November. This will allow early knowledge transfer opportunities. We believe this issue can be closed. **QA Response - QA considers this closed.**

- **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.

SBCTC Update: Project Plans have been completed for DG2, DG3 and a draft master Project Plan has been posted for DG4. Governance (Steering Committee) has approved go-live dates for DG3 and DG4 based on the project plan which would fulfill this recommendation for closure. DG5 and DG6 plans are expected to be complete by Dec. 2019. All major changes are required to be taken through the ctcLink Governance Group. We believe this issue can be closed. **QA Response - QA considers this closed.**

- **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.

SBCTC Update: The DG2 Upgrade Go-Live support timeline will be from 10/14/2019 thru 10/25/2019 and continued two weeks for DG2 Conversion for Clark and the State Board from 10/28/2019 thru 11/8/2019. We believe this issue can be closed. **QA Response - QA considers this closed.**

- **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.

SBCTC Update: The DG2 Upgrade Go-Live support timeline will be from 10/14/2019 thru 10/25/2019 and continued two weeks for DG2 Conversion for Clark and the State Board from 10/28/2019 thru 11/8/2019. We believe this issue can be closed. **QA Response - QA considers this closed.**

- **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. **SBCTC Update:** The ctcLink project team will be looking to transition the security activities from the project team to the ctcLink IT Security team following DG3.
- **NEW QA 0158 Finding:** PeopleSoft Role and Assignment Security is a major foundational basis that is provided with PeopleSoft ERP. It is complex and requires colleges to have a solid and documented understanding of their organizational supervisory responsibilities and assigned roles.

Recommendation: QA recommends that a Level 200/300 Training Course is developed for colleges to implement, document, and maintain their PeopleSoft role security assignments.
- **NEW QA 0159 Finding:** QA had previously recommended that month and year end close processes be well documented. The ctcLink Project Team has provided information to ERP support, which in turn supplemented with additional information, and provided that to the live colleges. While the basics of the original recommendation has been met, QA believes additional support is necessary for the colleges.

Recommendation: QA recommends that a Level 200 Training Course is developed to cover in expected detail, the documented steps required by both SBCTC Finance internal staff and by College Finance staffs to process Month End and Year End Financials..
- **NEW QA 0160 Finding:** The DG2 implementation included a number of project staff on-site at Clark during Go-live.

Recommendation: QA recommends this project support approach will need to be changed for multi-college implementations starting with DG3. Strategy needs to be developed, working with the college PMs, and reviewed with Governance.
- **NEW QA 0161 Finding:** The custom Faculty Workload (FWL) application continues to evolve and is currently staffed with one individual at this time.

Recommendation: The project staffing to support colleges with custom FWL needs an additional analyst or cross-training of staff given potential knowledge risk exposure.

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:

- Delivering of the security roles for the colleges in support of DG3 testing and go-live.
- Readiness Status of DG3 Colleges and SBCTC to implement go-live in October.
- 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.