



ctcLink Project Quality Assurance

Monthly Report – November 2019

Presented to:



**COMMUNITY AND
TECHNICAL COLLEGES**

Washington State Board

**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

As a result of the information gathered during this review period, QA continues to believe that the DG2 implementation was a success. While the currently discovered issues are not to be diminished, overall, the implementation went very well. Application security and accessibility are the two biggest issues which continue to have a heavy focus from the project team.

Lessons learned have been gathered and will be reported upon during the December period. The project has already been able to make changes based on preliminary findings, but QA expects additional changes to be made. QA noted that the need to learn from this deployment was brought up by the project and support teams and discussed during the course of our interviews, which is a good sign.

For future deployments, two key items to be resolved are the student finance conversion and how to convert data for multiple colleges during a cutover weekend. The project team is actively working to develop solutions to each of these issues. Another key lesson learned revolves around the need for front-line staff of a deployment college to be more knowledgeable about the ctcLink solution and its impact on the business process being deployed, not just the key personnel and subject matter experts.

As the project moves forward, there are a couple of key risks that need continued attention to ensure success. First and foremost, it is critical for colleges to continue to actively participate in deployment activities. DG2 has demonstrated what can happen when all parties are actively engaged and participating in deployment activities. There was a significant amount of hard work and sacrifice by Clark College, the SBCTC Agency, the ctcLink Project Team, and the ERP support Team, along with the past efforts of the FirstLink Colleges, in order to make this deployment successful. We can't diminish the effort necessary to continue that success.

Secondarily, it will be critical for ERP Support to be able to provide enough trained resources with depth of knowledge of the system and business processes in order to handle the workload of a multi-college deployment group. As we get to future deployments, project resources will be required to hand over support responsibilities to the ERP Support Team and quickly refocus on the next deployment group soon after go-live.

QA believes all of the items identified above can be resolved. While DG2 can be deemed a success, there remains significant effort to get the project completed as planned.

Project Status Scorecard

The following table summarizes the assessment of each of the critical areas included in the QA review with primary focus now on the Deployment Group 3 (DG3 effort; however, future Deployment Group work is included in our review.

ctcLink Project Assessment Scorecard

<u>Project Area</u>	<u>Prior Status October 2019</u>	<u>Current Status November 2019</u>	<u>Overall Comments</u>
Overall	YELLOW	YELLOW	<p>The Overall Status remains YELLOW given the deployment schedules and project/support resource concerns for completing the remaining 30 colleges. DG3 (5 Colleges) is targeted for implementation March 9, 2020. DG3 work has been going on concurrently with the DG2 implementation which went live in October.</p> <p>All remaining Deployment Groups are active at different gates/phases.</p>
SBCTC/ Governance	GREEN	GREEN	<p>The ctcLink Steering Committee continues to review Project Status and make key decisions involving scope and schedule. The Steering Committee met on November 19th to review project status and DG2 follow-up.</p> <p>The State OCIO and State Office of Financial Management (OFM) processed the Gate 4 funding.</p>
Project Management	GREEN	GREEN	<p>The PMO continues to make adjustments in staffing and organizational structure. PMO team is now primarily focused on DG3 readiness and at the same time supporting subsequent deployment groups work activities.</p> <p>PMO is working to mitigate some DG4 schedule overlap with DG3 workstreams.</p>
Phase Scope	YELLOW	YELLOW	<p>DG3 scope (5 Colleges at Go-live) will be very challenging. A key area of concern being addressed by the ctcLink project team is the overall processing time required for multiple college data conversions during Go-live.</p> <p>The implementation of enhanced role security is a foundational aspect of PeopleSoft ERP. It continues to be major task for the DG3 colleges. The ctcLink Project team continues providing support for DG3 colleges with defining their role level transactional security.</p>
Schedule Status	YELLOW	YELLOW	<p>The DG3 Go-live date is now 3 months away. DG3 data conversions are continuing. DG3 colleges were involved with User Acceptance Testing (Sprint #1). Go-live planning and detail scheduling for multi-college data conversions are underway.</p> <p>DG4 schedule has major activities concurrent with DG3 Go-live preparation tasks.</p>

			The scheduled overlap of DG4 activities (Business Fit Gaps/Data Conversions) with the DG3 go-live requirements stresses and directly impacts project functional and technical resources.
Training	GREEN	GREEN	<p>DG3 users are benefitting by having the Level 100 courses available. Training focus still requires active end-user participation, effectiveness skill-level assessments, and college follow-up. Training is monitoring training attendance and outcomes.</p> <p>Training team is still working on Level 200/300 advanced courses.</p> <p>Training team is transitioning from using supplemental consultants for material builds. Expected to complete this transition by mid-December. Training team participated in supporting DG2 Go-live and have been making improvements in training materials based on observations of user interactions with the PeopleSoft modules and lessons learned.</p>
Testing	GREEN	GREEN	<p>PMO has filled the test coordination functions. An additional test coordinator was hired in November.</p> <p>PMO discontinued using off-shore contract staff to perform Systems Integration Testing (SIT). Decision was based on the quality of the work products.</p> <p>Sprint #1 User Acceptance Testing (UAT) was underway in November.</p> <p>Testing workstreams for DG3 require multi-college DG3 SMEs and end-user participation.</p>
Configurations /Data Conversions	GREEN	GREEN	<p>Technical team is working on DG3 data cycle conversions. Technical leads and PMO are reviewing conversion plans for a multiple college implementation. 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> <p>A planned PeopleTools Update is being assessed by SBCTC IT and ctcLink Project technical staff to determine if it can be fully tested and implemented prior to the DG3 Go-live.</p>
Organizational Change Management (OCM)	GREEN	GREEN	<p>Effective communications and correct messaging is important to ongoing success of the ctcLink project. The OCM work, communications, and plans used for DG2 should be good models for DG3 and future deployments.</p> <p>The feedback from the project team supporting 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</p>

			Transfer. QA would expect to see this addressed for future DGs, but is contingent on future deployment colleges taking an active role in ensuring that the front line staff are trained and knowledgeable of ctcLink functionality.
Project Staffing	GREEN	GREEN	There has been some loss of key project staff since DG2 went live. PMO will be working to fill a number of Open personnel positions. Additional staffing changes (supplemental consultants or new employees) will have only minor influence the next 3 months for DG3. Both Project and ERP support staffs are being stressed again to meet DG2 support, DG3 Go-live and DG4 workloads. Project morale seems to be okay; however, staff is concerned about current workload and staffing levels.
Technical Environment	YELLOW	YELLOW	<p>The ERP support team is now handling the DG2 production volume of support tickets, with help from the project staff.</p> <p>SBCTC IT is tracking Support Tickets against SLA targets. Available reporting was limited to October 2019, before Clark was implemented. There is concern that the Support Team will have the depth of knowledge and number of staff to support a multi-college go-live deployment as the project staff move on to future deployment groups.</p> <p>The ctcLink Project team is still heavily involved with supporting enhanced role security. It 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

- One area that QA will delve into more deeply during our next review is the active participation of colleges in deployment group activities. As we were completing our interviews for this assessment, we heard of at least one college making a decision to not fully participate in person in Business Process Fit Gap sessions (BPFG). It is critical for colleges to buy-in to the agreed upon plan. Without this buy-in and participation, QA views the ability of a college to be successful at deployment go-live to be severely impacted. QA will be interested to see how the governance process handles this situation.
- The OCIO and OFM completed processing the remainder of Gate #4 Funding. The Gate#5 funding request is being prepared by the PMO.
- 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. A 3 day system wide Business Fit/Gap workshop was held in mid-November. Unlikely that any scope changes to DG3 will be made prior to go-live date.
 - **Online Admissions** - A 3rd party Vendor developed a prototype to see if it is a possible OAA solution. The OAA Workgroup will be making a recommendation to the ctcLink Steering Committee to adopt the prototype, continue to enhance OAA based on prioritized requirements, or go out on a RFI. This item is currently scheduled for the December 17th Steering Committee meeting.
 - **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** – 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. ctcLink management is now trying to move this forward with Oracle/Mythics given that colleges are hoping to be able to use the solution for their next fiscal year budget planning. Unlikely that any scope changes to DG3 will be made prior to go-live date.
 - **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** -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. The PeopleTools 8.5.7 implementation will fix a significant number of the accessibility findings. The timing is important, because it would be a major implementation and could impact live colleges and DG3 implementation. Oracle has pushed back on some findings in the Level Access accessibility tests, inferring that ctcLink modified pages are “custom” and thus caused the accessibility issues. ctcLink team needs to demonstrate that the issues in the findings were in the Oracle-delivered pages and not due to custom modifications. The majority of accessibility issues should be closed by the end of DG3, but some issues might carry into DG4.

- **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

- There has been post DG2 loss of project staff, not uncommon to see after major deployments.
- 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. Technical leads and Testing are reporting to the Deputy Project Director.
- PMO will be bringing on a consultant to lead the Student Financials (SF) workstream. The SF conversion process will be an area for improvement.
- Contracts have been extended for key project consultants.
- Additional Finance and CS Core functional analyst project positions are now being recruited for to support DG4 work.
- PMO is reviewing the College Readiness Template and related processes for DG3.
- PMO team is looking at different go-live Support models for multi-college implementations. Model used for DG2 (single College) will need to be modified for DG3 (five colleges).

Schedule

- **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. Role Security was less of a problem for Sprint #1 then experienced with DG2, but still needs work. UAT Sprint #1 began in November 2019. Preparations for Sprint #2 were underway at the end of November.
 - Workshop planned for preparing UAT testers involved with the Faculty Workload module, based on lessons learned with DG2.
 - Deputy Project Director following up individually with each DG3 college based on their participation in UAT Sprint #1.
 - DG3 colleges were self-reported as GREEN (November 11 to November 22 Project Status Report). Project DG3 is focused on Data Conversion Cycle 4.
 - Holiday Schedule for December 2019/January 2020 impacts 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. The ctcLink project will continue to report on remediation progress until all work is completed.
- **Other Deployment Groups Status**

- DG4 Global Design Adoption (GDA) work was underway in November and Business Fit/Gaps are planned for December. Data Conversions are currently scheduled for January and February. The scheduling of these Cycle conversions are a major QA concern since the DG3 implementation go-live is also requiring the same resources and should be the priority for the Project.
- 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. PMO is trying to detail time resource estimates for overlapping tasks to mitigate concurrent impact on staffing.
- The PMO has included more detailed Project Timeline charts for DG3 and DG4 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. Using 30 day Look-Ahead Schedule reports for DG3 to better focus teams on key workstreams.

Training

- QA currently views the status of DG2 Training workstream as GREEN.
 - The team continues to make improvements in the Level 100 End-user Training Courses based on observations of user interactions with the PeopleSoft modules and lessons learned.
 - Twelve (12) Level 200 advanced courses are under development at this time. Delivery target is late January 2020.
 - The Training PM has effectively utilized GP Strategies for delivery of training materials. The use of consultants will be completed by mid-December.
 - DG3 began UAT Sprint #1 in November and will be utilizing training materials developed for DG2. Pillar specific kickoffs were used based on lessons learned.
 - 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 were identified in our October Report recommendations.
 - Self-paced training materials for role security is building built by the PMO. There is a concern that colleges are over designing their role security definitions. DG4 colleges are expected to benefit from the additional materials.

Testing

- QA views the Testing workstream as GREEN; however, remains concerned about resources committed to Testing relative to other Project workstreams, including DG4.
 - Project Testing reports to the Deputy Project Director.
 - 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 was previously contracted to Kastech, and utilized off-shore testing resources. This contract work has been discontinued based on review of quality results from prior SIT testing assignments.
- User implementation of new role security continued to be problematic (but reduced) during November for DG3 colleges. Security was improved for DG3 college testers involved with Sprint #1.
- DG3 UAT testing began November 12th. 4 Sprints are planned.
- Pillars are continuing working on automating areas of testing to reduce repeat workload on functional and college personnel.
- ctcLink Technical staff and SBCTC IT- ERP Support will be evaluating and testing PeopleTools 8.5.7 Upgrade to determine when best to implement into production without risking the DG3 schedule.

Configurations/Data Conversions/Development

- Project Technical Management reports to the Deputy Project Director.
- Production cutover planning for DG3 is currently underway.
- Conversion Cycle 3 for DG3 was underway in November. Course scheduling now online in production environment for DG3 colleges. DG3 colleges are entering their local college specific configurations being built by the project functional teams.
- Conversion Cycle 4 in preparation stage.
- Project technical staff and ERP support seem to be working well together to resolve technical issues on post DG2 implementation.
- Technical conversion lead is 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. PMO expects to test concept and dry-run it prior finalizing approach.
- PeopleTools Update 8.5.7 contains accessibility improvements and should be implemented in production before the DG3 Go-live. Dependent on regression testing, detail scheduling, and risk assessment to DG3 completed configurations.

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.
 - 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 and IT Technical Support

- There is concern that the Support Team will have the depth of knowledge and number of staff to support a multi-college go-live deployment as the project staff move on to future deployment groups.
- 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 IT 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 ERP support staffing requirements to coincide with future Deployments. Will be meeting in December with support teams to assess post-DG2 and pending DG3 staffing needs.
 - 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. SBCTC IT now tracking Open Tickets against the SLAs. Includes reporting and analysis of the tickets. Approximately 600 Tickets were logged into the tracking system during October.
 - 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.
 - PeopleSoft Administrative Role Security is considered foundational to the ERP. 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.
 - The ctcLink Project Team continues to support this area for DG3 colleges.

Recommendations

The following shows the open and recently closed recommendations with current updates from the QA and Project Teams.

- **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 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.
- **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.

SBCTC Update: We have communicated this recommendation to IT. IT needs to provide content for training team to build courses.
- **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. **SBCTC Update:** We have communicated this recommendation to SBCTC Finance department. SBCTC Finance needs to provide content for training team to build courses.
- **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. **SBCTC Update:** PMO will review this recommendation as part of post go-live support approach and activities for DG3.

- **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. **SBCTC Update:** PMO will review resources for FWL.

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, and Budget Planning.

Project Time Management - *Is the project effectively managing the timely completion of the project?*

- The ctcLink team and Colleges within Deployment Group 3 are now working on a schedule that has go-live targeted for March 2020. 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 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.
- **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.
- **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.
 - 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.
 - The ctcLink PMO has been visiting the future Deployment colleges to set the stage for their implementations and 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 DG3, and DG4 work. Pillar PMs and Workstream PMs/Leads are routinely reporting status.
 - Weekly progress meeting held by PMO Planning/Scheduling Manager.
 - The status reporting of progress vs. baseline plan is still an Open item at this time. The baseline becomes more relevant for DG3 and the subsequent DGs. Baselines for DG3 completed, DG4 is work-in-progress, DG5 and 6 targeted for end of January.
 - ctcLink Project Director reviews budget and financials monthly and this is reported to Governance.

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.
- Continued active engagement of colleges as they begin and continue preparations for future deployment go-lives.
- Ability of ERP Support to be properly staffed and knowledgeable for the future, multi-college deployment groups.
- Unknown scope impact of 3rd party software solutions on future deployment group activities.

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.