



ctcLink Project Quality Assurance

Monthly Report – December 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

QA continues to believe that the project is moving forward successfully. The project team has learned many lessons from the DG2 go-live that are being incorporated into the DG3 planning. Clark College raised many issues at the Steering Committee meeting in mid-December that require the project team to address going forward in order for future, multi-college deployments to be successful with fewer bumps in the road.

As discussed last month, one of the most critical issues to be resolved for future deployments is 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.

QA would also like to reiterate 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.

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 November 2019</u>	<u>Current Status December 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 is well underway; however, the DG4 work is having an impact on DG3 resources.</p> <p>All remaining Deployment Groups are active at different gates/phases.</p>
SBCTC/ Governance	GREEN	GREEN	<p>The three levels of the ctcLink Governance structure and related processes continue to function appropriately.</p> <p>The State OCIO and State Office of Financial Management (OFM) is waiting on Gate 5 funding request from SBCTC.</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) is 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. The ctcLink project team is planning a multi-stage, multi-weekend conversion schedule to address multi-college implementations.</p> <p>The implementation of enhanced role 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> <p>Given the DG3 March target date, no additional functionality will be included within the scope. There may be additional scope included post Go-live dependent on governance prioritization.</p>
Schedule Status	YELLOW	YELLOW	<p>The DG3 Go-live date is now 2 months away. DG3 data conversions are continuing. DG3 colleges were involved with User Acceptance Testing (Sprints #3/4). Go-live planning and detail scheduling for multi-college data conversions are underway..</p>

			<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. PMO is sensitive to this and addressing it where possible.</p> <p>Baseline schedule for DG4 is complete for the first 6-9 months. Baseline for DG5 being developed.</p>
Training	GREEN	GREEN	<p>DG3 users continue benefitting by having the Level 100 courses available. Training focus requires active end-user participation, effectiveness skill-level assessments, and college follow-up. More training of front-line administrative staff, a QA concern, is now happening. Training is monitoring training attendance and outcomes.</p> <p>Training team is still working on Level 200/300 advanced courses and expects to have these completed by mid-January for use with DG3 colleges. Training responsibility will transition to SBCTC IT in June 2020.</p>
Testing	GREEN	GREEN	<p>Sprint #2 User Acceptance Testing (UAT) was underway in December. Sprints #3/4 planned for January.</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. Data conversion for Cycle #4 is complete and being provided to the DG3 colleges.</p> <p>Technical leads and PMO have planned a multi-stage, multi-weekend schedule of data conversions for a multiple college implementation. The DG3 implementation will be the first time this approach is used. Technical team and PMO will be testing the approach and making adjustments as required.</p> <p>The PeopleTools Update 8.5.7 is now being planned as post-DG3 Go-live.</p>
Organizational Change Management (OCM)	GREEN	GREEN	<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 college OCM and effective Knowledge Transfer.</p> <p>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 participate in provided training and become knowledgeable of ctcLink functionality.</p>
Project Staffing	GREEN	GREEN	<p>There continues to be loss of key project staff since DG2 went live. PMO has a number of Open personnel positions to fill. Additional staffing changes (supplemental consultants or new</p>

			employees) will have only minor influence for DG3. Project personnel continue being stressed to provide DG2 support, meet DG3 Go-live priorities, and DG4 workloads. Project morale seems to be okay; however, staff is concerned about current workload, loss of key staff, and overall staffing levels.
Technical Environment	YELLOW	YELLOW	<p>The IT-ERP support team is now handling the DG2 production volume of support tickets, with help from the project staff on resolving the more difficult tickets. Support team is keeping up with tickets. SBCTC IT has extended its contract with Burgundy for supplemental support services.</p> <p>The Change Control Board is now making decisions on scheduling of PeopleSoft environments and other changes. QA is concerned about the level of ctcLink Project participation on the Change Control Board.</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

- QA is aware that certain colleges are currently dealing with major budget problems caused by decreased student enrollments and other factors. This can impact a college’s ability to implement ctcLink and may change scheduled deployment groups.
- The Gate#5 funding request is being prepared by the PMO. This will be submitted to OFM and the OCIO for processing.
- 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** - Planning discussions were underway for Campus/CE implementations.
 - **Online Admissions** - The ctcLink Steering Committee met on December 17th to review the OAA Workgroup recommendation to contract with Kastech to refine and implement their OOA solution. The Steering Committee approved moving forward with contract review and negotiations before signing.
 - **Planning and Budgeting Tool** - The ctcLink Steering Committee has approved moving forward with licensing the Oracle/Mythics PBCS solution. Colleges are hoping to be able to use the solution for their next fiscal year budget planning. It is unlikely that any scope changes to DG3 will be made prior to go-live date.
 - **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 tested upgrade will not be in time for DG3 Go-live implementation. It is expected to be implemented post DG3 Go-live. 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.
 - **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.
 - **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. Timing for inclusion in a specific DG implementation is not available at this time.
 - **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 continues to be 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.
- PMO has reassigned a member of the Project Management team 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 to support DG4 work.
- PMO is reviewing the College Readiness Template and related processes for DG3.
- PMO team is planning a different go-live data conversion scheduling model for multi-college implementations. Scheduling approach used for DG2 (single College) requires modification for DG3 (five colleges).

Schedule

- DG3 Implementation Status
 - Four (4) Sprints are being used by the PMO to schedule DG3 User Acceptance Testing (UAT) and includes 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 is less of a problem for the Sprints than experienced with DG2, but still needs work. UAT Sprints #1 and 2 completed in December.
 - Workshop was held for UAT testers involved with the Faculty Workload module. FWL training materials (Level 100) being developed for DG3 users.
 - DG3 Review/Validation for Cycle #4 Data Conversions scheduled for January.
 - DG3 colleges were self-reported as GREEN (December 9 to December 20 Project Status Report). Project DG3 is focused on Data Conversion Cycle 4.
- 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. A number of remediation open items will be delivered in DG3.
- Other Deployment Groups Status
 - DG4 Business Fit/Gaps were beginning in 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 to review 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.
- The Baseline Schedule for DG4 is now available. QA is concerned that dates for implementing OAA and Campus/CE, as well as a major pending OFM/State Required change to Chart of Accounts (CoA) is not yet factored into the DG4 schedule.

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 DG2 lessons learned.
 - Twelve (12) Level 200 advanced courses are under development at this time. Delivery target remains late January 2020.
 - A training Course is being developed for colleges to self-manage their PeopleSoft role security.
 - Another training course is being developed for colleges to operate their FWL application.
 - A web application was developed by the Training Manager and PMO that automates processing college staff enrollments in available ctcLink training courses.
 - DG3 Sprints are utilizing training materials developed for DG2. Pillar specific kickoffs were used based on DG2 lessons learned.
 - DG3 users participating in Sprints should have been experience with role security and Training Manager is providing testers with “data sheets” to record “user data” that transitions use to subsequent process transactions. This is another item from DG2 lessons learned.
 - DG4 colleges are expected to benefit from the additional training materials.
 - It should be noted that the Training Project team is scheduled to be transitioned to the SBCTC IT Division in a June 2020 timeframe.

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.
 - User implementation of new role security continued to be problematic (but reduced) during December for DG3 colleges. Security was improved for DG3 college testers involved with DG3 Sprints.
 - DG3 UAT (total of 4 Sprints) testing was underway in December. Sprints will continue through January per schedule.
 - Pillars are continuing working on automating specific areas of testing to reduce repeat workload on functional and college personnel.
 - The PeopleTools 8.5.7 Upgrade will now be implemented post DG3 Go-live.

Configurations/Data Conversions/Development

- Project Technical Management reports to the Deputy Project Director.
- Production cutover planning for DG3 is currently underway.
- Conversion Cycle 4 for DG3 was underway in December.
- Conversion Cycle 4 data to be made available to DG3 colleges in mid-January.
- Project technical staff and ERP support seem to be working well together to resolve technical issues on post DG2 implementation.
- A plan for DG3 multi-stage, multi-weekend data conversions for DG3 go-live was being developed in December. The timing requirement and schedule impact for multi-college data conversions is driven by processing large data volumes. PMO expects to test concept and dry-run it prior finalizing approach.

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 changes 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 IT Division has implemented a Change Management Board to evaluate and schedule changes to PeopleSoft environments. QA is concerned about the level of ctcLink Project participation on the Change Control Board.
 - 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. The data from the SLAs will be used to help determine future levels of ERP support staffing.
- 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 Role Security 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.

- **NEW QA 0162 Finding:** The SBCTC IT Division has established a Change Control Board (CCB) for PeopleSoft ERP environments. Change Control Boards are a standard organization governance structure for IT production systems. However, QA is concerned about the level of ctcLink Project participation on the Change Control Board.

Recommendation: The PMO needs to include an active PMO representative to ensure that the project schedules and requirements are visible and transparent to the changes approved and scheduled by the Change Control Board.

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.

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.
- The governance structure has been utilized to evaluate and approve in-scope scope changes involving products and 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 remains an Open item at this time. The baseline becomes more relevant for DG4 and the subsequent DGs. Baselines for DG3 completed, DG4 is complete, DG5 and 6 targeted for end of January. Baselines for DG4/5/6 will need to be updated with Scope Changes.

- SBCTC now utilizes the PeopleSoft ERP for their Finance Division. Budgets will be tracked with this software.
- 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:

- Development of a multi-college conversion plan for DG3 and beyond.
- Continued refinement of the implementation of 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.