



ctcLink Project Quality Assurance

Monthly Report – January 2020

Presented to:



**COMMUNITY AND
TECHNICAL COLLEGES**

Washington State Board

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

By:



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Table of Contents

Cover Letter	3
Executive Summary	4
Project Status Scorecard	5
Quality Assurance Findings	8
Recommendations	14
Project Management Book of Knowledge Assessment	16
Risk Assessment	18

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

DG3 go-live is fast approaching. A number of the DG3 colleges are concerned about their readiness to meet the go-live dates. As a result, a number of governance meetings were held in January. The eCLC executive level meeting was held in mid-January with DG3 College Presidents. The purpose was to discuss readiness challenges with the DG3 Go live schedule. The consensus was to maintain course for the March 9th go-live date and continue with the project readiness assessment and go/no-go decision process to evaluate all aspects of readiness. This was with the understanding that, if needed, the project will be ready with an alternate go-live plan that works best for DG3 colleges, while also having the least impact on other deployment groups. The ctcLink Project Director was asked to come up with alternative implementation dates if the DG3 colleges are not ready to meet the March 9th date.

The Steering Committee met on January 28th to review status and discuss the major issues with the DG3 scheduled go-live on March 9th. DG3 colleges have now self-reported their status as RED in the January status. They are all struggling with preparation work involving data validations, training, role security and staffing at the same time that they still doing business operations as normal.

Testing has been moved to yellow status. UAT Sprints #3/4 were underway in January. Testing of the Student Financials component has been delayed until February. Colleges are being stressed trying to accomplish all of their testing activities.

With the multi-college deployment happening in DG3, the conversion has had to modify the conversion approach. For the first time on the project, technical leads and PMO are using a multi-stage, multi-weekend approach for implementing production required data conversions. This should become the standard approach for multiple college implementations. Technical team and PMO will be testing the approach and making adjustments as required. On January 25th, Cascadia and Lower Columbia Colleges had historical data successfully loaded into production.

Lastly, it is very important for everyone to continue to remember that ctcLink is a comprehensive business transformation program. Clark College executives have provided valuable lessons learned from their experience after 3 months of operational experience with PeopleSoft. The information, perspectives, and recommendations provided by Clark are paramount for College Presidents to understand and prepare for their college implementations.

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 December 2019</u>	<u>Current Status January 2020</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. DG3 is targeted for implementation March 9, 2020. DG3 work is well underway; however, the DG4 work continues to have an impact on DG3 resources. All remaining Deployment Groups are active at different gates/phases.
SBCTC/ Governance	GREEN	GREEN	The three levels of the ctcLink Governance structure and related processes continue to function appropriately. Meetings for the Go-live decision for DG3 3 are scheduled for mid-February. The State OCIO and State Office of Financial Management (OFM) are waiting on Gate 5 funding request from SBCTC.
Project Management	GREEN	GREEN	The PMO continues to make adjustments in staffing and organizational structure. PMO team is focused on DG3 readiness and at the same time supporting subsequent deployment groups' work activities. PMO continues working to mitigate some DG4 schedule overlap impacts with the priority DG3 workstreams.
Phase Scope	YELLOW	YELLOW	DG3 scope remains very challenging. The ctcLink project team is utilizing a multi-stage, multi-weekend conversion schedule to address multi-college implementations. As of the end of January, two colleges have already had historical data converted. The ctcLink Project team continues providing support for DG3 colleges with defining their role level transactional security. Given the DG3 March 9th target date, no additional functionality will be included within the scope. There may be additional scope included post Go-live dependent on governance prioritization.
Schedule Status	YELLOW	YELLOW	The DG3 Go-live implementation date is now 5 weeks away. The scheduled February 18 th Steering Committee will be making the Go-live decision, requiring readiness status from the DG3 colleges. The DG3 colleges are still involved with User Acceptance Testing (Sprints #3/4) and Data Validations. End-to-end and parallel testing is underway.

			<p>DG3 colleges requested additional time which required re-scheduling the multi-stage data conversions. Impacts are to the already deployed and DG3 colleges.</p> <p>PMO is sensitive to DG4 activities as they impact the DG3 Go-live 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 at some of the DG3 colleges. Training is monitoring training attendance and outcomes.</p> <p>Training team has completed Level 100/200 advanced courses. Training staff is now working on enhancing the courses with an E-learning software product (Storyline) which will provide interactive learning. This additional work is targeted to be completed in time for use with DG4 colleges.</p> <p>Training responsibility will be transitioning back to SBCTC II. Training previously reported to IT, but the ctcLink Project took over responsibility to meet DG2 and DG3 deliverable requirements.</p>
Testing	GREEN	YELLOW	<p>UAT Sprints #3/4 were underway in January. Testing of the Student Financials component delayed until February. Colleges are being stressed trying to accomplish all of their testing activities.</p> <p>Testing workstreams for DG3 require multi-college DG3 SMEs and end-user participation.</p>
Configurations /Data Conversions	GREEN	GREEN	<p>Technical team continued working on DG3 data cycle conversions.</p> <p>Technical leads and PMO are using a multi-stage, multi-weekend approach for implementing production required data conversions. This should become the standard approach for multiple college implementations. Technical team and PMO will be testing the approach and making adjustments as required. On January 25th, Cascadia and Lower Columbia Colleges had historical data successfully loaded into production.</p> <p>The PeopleTools Update 8.5.7 is post-DG3 Go-live. The environment for testing this was unavailable in time for the DG3 schedule. No date for production status available.</p>
Organizational Change Management (OCM)	GREEN	GREEN	<p>The feedback from Clark executives highlighted the college challenges with implementing their business processes using the new PeopleSoft software. A Clark Lessons Learned report was posted in the</p>

			<p>ctcLink Blog that provides excellent advice to colleges as they prepare for ctcLink.</p> <p>As a project sponsored OCM activity, the PMO is working with a consulting company to develop a statement of work for training program for staff assigned the role of College Business Analysts. This will be delivered post DG3; however, all deployed and future colleges will benefit by selecting individuals to attend the course.</p> <p>QA remains concerned that business transformation projects like ctcLink are under-estimated and understaffed by college executives. The Clark experience and recommendations need to be widely communicated and followed.</p>
Project Staffing	GREEN	GREEN	<p>The loss of key project staff since DG2 went live as impacted the project team. PMO has a number of Open personnel positions to fill. Additional staffing changes (supplemental consultants or new 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 remains very concerned about current workload, loss of key staff, and overall staffing levels. This is normal occurrence with multi-year implementations as the Go-live dates get closer.</p>
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.</p> <p>QA expects major organizational leadership changes in ERP support to better manage SBCTC service delivery as additional colleges go live with ctcLink.</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 and transitioned back to the IT organization. QA expects this to be achieved by March.</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.
- A number of Governance meetings were held in January. The eCLC executive level meeting was held in mid-January with DG3 College Presidents. The purpose was to discuss readiness challenges with the DG3 Go live schedule. The consensus was to maintain course for the March 9th go-live date and continue with the project readiness assessment and go/no-go decision process to evaluate all aspects of readiness. This was with the understanding that, if needed, we will be ready with an alternate go-live plan that works best for DG3 colleges, while **also** having the least impact on other deployment groups. The ctcLink Project Director was asked to come up with alternative implementation dates if the DG3 colleges are not ready to meet the March 9th date.
- The Steering Committee met on January 28th to review status and discuss the major issues with the DG3 scheduled go-live on March 9th. DG3 colleges have now self-reported their status as RED in the January Status. They are all struggling with preparation work involving data validations, training, role security and staffing at the same time that they still doing business operations as normal.
- The Gate#5 funding request is being prepared by the PMO. This will be submitted to OFM and the OCIO for processing. OCIO will be presenting a workshop for SBCTC to understand processing of Gate funding requests. This is currently scheduled for February.
- 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. The contract with Campus/CE is being held up due to issue with funding ongoing maintenance support which was not budgeted.
 - **Online Admissions** - The ctcLink Steering Committee met on December 17th to review the OAA Workgroup recommendation to contract with Kasteck to refine and implement their OOA solution. The Steering Committee approved moving forward with contract review and negotiations before signing. Contract with Kasteck is being held up due to issue with funding ongoing maintenance support which was not budgeted.
 - **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. Scope changes to DG3 will be made post go-live date. PMO is working with colleges to participate in the 3-4 month implementation effort.
 - **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 will be implemented post DG3 Go-live. No date is yet provided. 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 after DG3 once PeopleTools 8.5.7 is working, 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.
- The Lessons Learned document was provided to the Steering Committee and OCIO. It tracks the status of the lessons learned and this document is posted on the OCIO website.
- 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 and Financial Aid Solutions (SF/FA) workstream. PMO will be hiring/contracting for an experienced Project Manager with SF/FA expertise.
- The Bi-monthly project status report now elevated reporting on the Student Financials and Financial Aid Solution as a major PeopleSoft Pillar
- 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 team has now initiated the new go-live data conversion scheduling model for multi-college implementations. Scheduling approach used for DG2 (single College) required modification for DG3 (five colleges).
- Overall ctcLink project staffing is being really stressed at this time. This is common for multi-year major deployments when the workstreams all seem to intersect with deadlines and resource constraints.

Schedule

- DG3 Implementation Status
 - The March 9th DG3 Go-live date remains the current date. PMO has now identified 2 additional alternative dates, if necessary.
 - The project schedule for detail DG3 data conversions and cutover implementation activities was still being worked on by the PMO at the end of January. DG3 Colleges requested an additional week for certain tasks, which required the PMO to re-adjust the detail schedule without changing the March 9th target date.
 - Role Security remains a problem for the UAT Sprints. Security is better than what was experienced with DG2, but it still needs work. UAT Sprints #3 and 4 were underway in January.
 - DG3 Review/Validation for Cycle #4 Data Conversions was underway in January.
 - DG3 colleges have now self-reported as RED (January 6 to January 17 Project Status Report). DG3 colleges are struggling with validating data conversion (Cycle 4), UAT 3 and 4, end-user training, end-to-end testing, and role security changes.
- The project PMO is routinely reporting on the 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. Some of these items will be carried into post-DG3 go-live.
- Other Deployment Groups Status
 - DG4 Business Fit/Gaps were continuing in January.
 - Some DG4 planned activities have been pushed out in order to focus project resources on the DG3 workstreams.
 - 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.
 - The PMO has included more detailed Project Timeline charts for DG3 and DG4 in the Project Status Report provided to the Steering Committee.
 - 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 DG3 Training workstream as GREEN.
 - Training team to transition from ctcLink to SBCTC IT. QA is concerned that all the good progress made by the Training team continues with the organizational change.
 - The team has completed work on Level 100 End-user Training Courses and Level 200 advanced courses.
 - A training Course is being developed for colleges to self-manage their PeopleSoft role security. Extensive training materials were developed by the PMO and this is expected to be made available in early February.
 - Another training course is being developed for colleges to operate their FWL application.

- A web application developed by the Training Manager and PMO automates processing college staff enrollments in available ctcLink training courses. The feedback received from the DG3 colleges was very favorable.
- DG3 administrative staff working with UAT 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 experienced 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.
- Training staff is now working on enhancing the courses with an e-learning software product (Storyline) which will provide interactive learning. This additional work is targeted to be completed in time for use with DG4 colleges.
- DG4/5/6 colleges are expected to significantly benefit from the additional training materials.
- QA believes it is recognized that post-implementation availability of a full range of training self-managed training courses and materials will be a critical success factor for any deployed ctcLink college.

Testing

- QA views the Testing workstream as YELLOW, with concern remaining with the 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 January for DG3 colleges. Security was improved for DG3 college testers involved with DG3 Sprints. Colleges are still reporting problems with their role security assignments, including feedback made by Clark College at the end of January.
 - DG3 UAT (total of 4 Sprints) testing was underway in January. Sprints will continue into February based on latest status.
 - Pillars are continuing working on automating specific areas of testing to reduce repeat workload on functional and college personnel. This work will be ongoing post DG3 go-live.
 - End-to-end and parallel testing is underway and will continue into February.
 - The PeopleTools 8.5.7 Upgrade will now be implemented post DG3 Go-live. This delay impacts the schedule for accessibility improvements.

Configurations/Data Conversions/Development

- Project Technical Management reports to the Deputy Project Director.
- High level and detail level Production cutover planning for DG3 is currently underway. DG3 Colleges requested a 1 week push back in schedule that required changes to the detail plans.
- Conversion Cycle 4 resulting data was made available to DG3 colleges in mid-January. Colleges are now reviewing their data.

- SF Conversion changes were being made. Expect this to be provided to the Colleges in February for their data validations. Work requires testing and college staff validations. This area has been problematic and QA expects this to have been corrected.
- Technical leads and PMO are using a multi-stage, multi-weekend approach for implementing production required data conversions. This should become the standard approach for multiple college implementations. Technical team and PMO will be testing the approach and making adjustments as required.
- On January 25th, Cascadia and Lower Columbia Colleges had historical data successfully loaded into production. The next data conversion weekend is February 8th.
- Project technical staff and ERP support seem to be working well together to resolve technical issues on post DG2 implementation as well as preparing for DG3 conversions and cutovers.

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.
 - The ctcLink is a comprehensive Business Transformation Program. Clark College executives have provided valuable lessons learned from their experience now after 3 months operational with PeopleSoft. The information, perspectives, and recommendations provided by Clark are paramount for College Presidents to understand and prepare for their college implementations.
 - The PMO is currently drafting a Contract Statement of Work for a consulting company to develop an effective training program for college staff assigned the role of College Business Analysts. This will be delivered post DG3; however, all currently deployed and future colleges will benefit by selecting individuals to attend the course once available.
 - 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 have started 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 overall concern that the ERP 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.
 - The SBCTC Deputy Executive Director/CIO continues addressing ERP support staffing requirements to coincide with future Deployments. Nine additional positions approved, 5 filled at this time.

- QA expects major organizational leadership changes in ERP support to better manage SBCTC service delivery as the 6 additional colleges go live with ctcLink.
- 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.

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. **SBCTC Update:** In light of the go-live, training and support activities, the project believes ample communication has occurred regarding these topics and recommend closing this recommendation. **QA Update:** QA consider 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.
- **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. **Support Team Update:** ctcLink PMO needs to evaluate what are the gaps in Security in order to understand roles and responsibilities for both set up by ctcLink and maintenance by the support organization.
- **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 Update:** QA consider this closed.
- **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. **SBCTC Update:** We have identified a new role to focus on FWL across the pillars. We have posted the position.
- **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. **SBCTC Update:** ctcLink has Dani Bundy (OCM, Training) participating in the Change Control Board to bridge the communication gap between project and support. We recommend closing out this item. **QA Update:** QA considers this closed.
- **NEW QA 0163 Finding:** The area encompassing Internal Quality Control Processes becomes more important as more colleges are implemented with PeopleSoft ERP.

Recommendation: QA recommends that the ERP Support Organization builds/incorporates QC processes into most critical areas such as: environment changes, product updates, 3rd party interface changes, new functionality, testing, and delivered training. There are standard QC processes in use by large ERP support organizations that SBCTC should become familiar with and consider for use. This would move the SBCTC Support organization closer to meeting the SLAs objectives.
- **NEW QA 0164 Finding:** The current issue with funding ongoing software maintenance costs is impacting contract finalizations for Campus/CE and Online Admissions. The cost that was approved for these 3rd party solutions did not include the significant costs for software maintenance or subscriptions.

Recommendation: QA recommends that SBCTC IT utilize standard Life Cycle costing as means of providing appropriate levels of Governance with all costs (estimated/contracted), including ongoing maintenance, for new software.

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.
- 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:

- DG3 College Readiness to implement their colleges per schedule.
- Capability of smaller colleges to implement their colleges using big-bang, full pillars approach.
- 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.