



## **ctcLink Project Quality Assurance**

### **Monthly Report – February 2020**

*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

Some DG3 colleges felt that they were not ready for go-live based on a number of factors. As a result, Multiple meetings for the go-live decision for DG3 were held during February. The ctcLink Executive Leadership Committee (cELC) requested the project to prepare alternative go-live dates for DG3 colleges. The ctcLink Steering Committee met multiple times with DG3 colleges to review project status and readiness. It was decided that the DG3 implementation schedule would be adjusted based on the alternatives presented to the DG3 colleges. The project created two go-lives for DG3 based on the input provided and discussed. DG3A (2 colleges) will go live on March 9th. DG3B (4 colleges) will go-live on May 11th. This provides more opportunity to test, validate data and train staff. DG4 work is being rescheduled but go-lives of all future DGs remain the same. QA is in full support of this modification to the schedule.

The PMO continues to make adjustments in staffing and organizational structure. The Project Manager responsible for workstreams including ctcLink Training/OCM and SF/FA Pillar accepted the new position of Director, Customer Support reporting to the SBCTC IT Division. The previous responsibilities of this PM are being reassigned within the PMO. While this is a big loss to the ctcLink Project team itself, QA views the overall changes as being a positive for the future success of the project and support model. Also as part of this change, The ctcLink Project training responsibility was transitioned to the new customer support organization in the SBCTC IT Division. Training staff were transferred to this organization and report directly to the Customer Support Director.

The new Strategic Technology Advisory Committee (STAC) has been approved by WACTC as a standing committee charged with technology governance and the composition of a new strategic technology planning process. Committee reviews and approves moving forward with potential application software for strategic integration with the core ctcLink ERP system. While directly part of the project, this group is viewed by QA as an important piece of the puzzle to prevent one-off solutions becoming part of the enterprise solution of ctcLink.

Lastly, while we mentioned the following last month, QA feels 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</u><br>January 2020 | <u>Current Status</u><br>February 2020 | <u>Overall Comments</u>  |
|------------------------------|-------------------------------------|--|--|
| <b>Overall</b>               | <b>YELLOW</b>                       | <b>YELLOW</b>                          | <p>The Overall Status remains YELLOW given the deployment schedules and project/support resource concerns for completing the remaining 30 colleges.</p> <p>Implementation schedule for Deployment Group 3 (DG3) Colleges has now been changed on a basis of college readiness. DG3A (2 colleges) will go live on March 9<sup>th</sup>. DG3B (4 colleges) will go-live on May 11<sup>th</sup>. This provides more opportunity to test, validate data and train staff. DG4 work is being rescheduled.</p> <p>All remaining Deployment Groups are active at different gates/phases.</p>   |
| <b>SBCTC/<br/>Governance</b> | <b>GREEN</b>                        | <b>GREEN</b>                           | <p>The three levels of the ctcLink Governance structure and related processes continue to function appropriately. Multiple meetings for the go-live decision for DG3 were held during February.</p> <p>The ctcLink Executive Leadership Committee (cELC) requested the project to prepare alternative go-live dates for DG3 colleges.</p> <p>The ctcLink Steering Committee met multiple times with DG3 colleges to review project status and readiness. It was decided that the DG3 implementation schedule would be adjusted based on the alternatives presented to the DG3 colleges.</p> <p>The new Strategic Technology Advisory Committee (STAC) has been approved by WACTC as a standing committee charged with technology governance and the composition of a new strategic technology planning process. Committee reviews and approves moving forward with potential application software for strategic integration with the core ctcLink ERP system.</p> <p>The State OCIO and State Office of Financial Management (OFM) are waiting on Gate 5 funding request from SBCTC. Request was being prepared in February.</p> |
| <b>Project Management</b>    | <b>GREEN</b>                        | <b>GREEN</b>                           | <p>The PMO continues to make adjustments in staffing and organizational structure. The PM responsible for workstreams including ctcLink Training/OCM and SF/FA Pillar accepted the new position of Director, Customer Support reporting to the SBCTC IT Division. These PM responsibilities are being reassigned within the PMO.</p>   |

|                 |        |        |  |
|-----------------|--------|--------|--|
|                 |        |        | <p>PMO team is focused on preparations for the March 9<sup>th</sup> DG3 colleges go-live implementation. PMO continues addressing priority needs of the DG3B colleges as they prepare for the May implementation. Changes were being made to the schedule for DG4 work activities to minimize impact on DG3.</p>   |
| Phase Scope     | YELLOW | YELLOW | <p>Overall DG3 scope remains unchanged. Five Districts (6 Colleges) are within the scope of DG3.</p> <p>The ctcLink Project team continues providing support for DG3 colleges as they prepare for go-live implementations. These key areas include: defining their role level transactional security, user acceptance testing, data conversions, OCM and communications, and system level and localized training.</p> <p>Given the DG3 schedule, no additional functionality will be included within the scope. There may be additional scope included post DG3 go-live dependent on governance prioritization.</p> <p>Major scope items included in ctcLink core ERP project are: Campus/CE, Online Admissions Application (OAA), and Oracle Budgeting. These are replacements for current ctcLink software functionality. Once funding is approved and contracts signed, these will be planned and scheduled for ctcLink project delivery.</p> |
| Schedule Status | YELLOW | YELLOW | <p>The DG3A implementation date is now 9 days from go-live. The ctcLink Steering Committee reviewed and approved the March 9<sup>th</sup> go-live decision for Olympic and Lower Columbia Colleges. The detail Project Schedule was revised for DG3A Colleges. The multi-stage, multi-weekend data conversion will not be required.</p> <p>The ctcLink Steering Committee also reviewed and approved the May 11<sup>th</sup> go-live decision for Cascadia, Peninsula, and Pierce Colleges (DG3B). The detailed project schedule was revised for DG3B. Additional tasks have been scheduled based on project and college needs.</p> <p>PMO has adjusted the baseline schedule for DG4 activities to focus on go-live preparations for DG3A/B.</p>  |
| Training        | GREEN  | GREEN  | <p>The ctcLink Project training responsibility was transitioned to the new customer support organization in the SBCTC IT Division. Training staff were transferred to this organization and report directly to the Customer Support Director. Additional development of training materials remains targeted to be completed in time for use with DG4 colleges.</p> <p>Training team members will be integrated with the ctcLink Pillar functional support analysts to improve</p>  |

|  |        |        |  |
|--|--------|--------|--|
|  |        |        | <p>service delivery. Training team will also participate in testing of pending production software changes and updating training materials as needs are identified.</p> <p>Deployed colleges and 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 DG3 colleges. Training is monitoring training attendance and outcomes.</p>   |
| Testing                                | YELLOW | YELLOW | <p>UAT Sprints #3/4 and parallel testing continued in February. Testing of the Student Financials component took place in February.</p> <p>DG3 colleges continue being stressed trying to accomplish all of their testing activities. Testing workstreams for DG3 have required multi-college DG3 SMEs and end-user participation. College testing was a key factor in their overall readiness assessment.</p> <p>PMO is planning on making improvements in approach to SIT testing for DG4 based on lessons learned with DG3. The project will not be using off-shore contract resources.</p>   |
| Configurations /Data Conversions       | GREEN  | GREEN  | <p>Technical team continued working on DG3 data 5 cycle conversions. The dry run for implementation and data conversions was underway in late February. The dry run plan and schedule is modeled after that used for DG2 with improvements. Scope of dry run involved functional teams testing converted data and processes. Local configuration workshops with DG3 colleges are planned.</p> <p>The PeopleTools Update 8.5.7 is planned for post-DG3 go-live. This update of PeopleSoft includes Oracle indicated changes to improve product accessibility. The responsibility for this work is managed by the SBCTC IT Division. The environment for testing this update was unavailable in time for the DG3 schedules. No date for production status available.</p> |
| Organizational Change Management (OCM) | GREEN  | GREEN  | <p>OCM and Communications are integral to business processes transformation projects like ctcLink. This project involves colleges changing all aspects of the business operations. The legacy system has no relevancy to how PeopleSoft application system works.</p> <p>The ctcLink PMO has been incorporating many elements to support the colleges with being prepared for implementing the changes coming with PeopleSoft. The Clark reported experience with their go-live has elevated importance of colleges to be</p>  |

|                              |               |               |  |
|------------------------------|---------------|---------------|--|
|                              |               |               | <p>ready for the changes.</p> <p>As a project sponsored OCM activity, the PMO is working with a consulting company to develop a statement of work for a training program intended for college 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 College Presidents are now required to sign-off on the go-live decisions for their colleges. In addition to the project readiness assessment, the college specific implementation readiness determination was used by the ctcLink Steering Committee to approve the go-live dates.</p>   |
| <b>Project Staffing</b>      | <b>GREEN</b>  | <b>GREEN</b>  | <p>PMO continues to fill Open personnel positions. Additional staffing (supplemental consultants or new employees) will benefit the DG3 implementation. Project personnel continue being stressed to provide DG2 support and meet DG3 go-live priorities. Project morale seems to be good. Staff is excited about the March 9<sup>th</sup> go-live for DG3A. Staff, however, continue to be 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>  |
| <b>Technical Environment</b> | <b>YELLOW</b> | <b>YELLOW</b> | <p>SBCTC has established a new customer support organization, reporting to the Director of SBCTC IT Division. SBCTC has aligned its support staffing model to best support current and future deployment group college customers on ctcLink. This is a significant change for SBCTC.</p> <p>This organizational change brings together current ctcLink support teams, representing the three PeopleSoft Pillars (Campus Solutions, Finance and Human Capital Management). It is expected to enhance SBCTC ability to serve the growing customer base while improving internal processes, resource sharing opportunities, customer service and overall capacity management. The ctcLink Project Training team has also joined this support group. Adding the training function should allow for further integration, alignment and additional resourcing within the functional pillars, as well as, augment ongoing training and documentation needs.</p> <p>QA also expects that this leadership change will result in improved coordination between the ctcLink Project and the support organization.</p> <p>The customer support team is now handling the DG2 production volume of support tickets, with help from</p> |



|  |  |  |  |
|--|--|--|--|
|  |  |  | <p>the project staff on resolving the more difficult tickets. Support team is keeping up with tickets.</p> <p>Implementing the PeopleSoft role security functionality has been extremely problematic for the colleges and a major risk to DG3 project schedules. It was key readiness element that contributed to the readiness determination of the DG3 colleges. It was a severe problem for Clark.</p> <p>The ctcLink Project team has been heavily involved with supporting enhanced role security, including development of comprehensive training materials. This functionality transitioned back to the IT Division. QA still expects this to be achieved by March.</p> |
|--|--|--|--|

| LEGEND                  | GREEN   | YELLOW   | RED   |
|-------------------------|---|--|---|
| <b>Risk Description</b> | 1) Low risks may be encountered<br>NO immediate action needed | 2) Moderate risks may be encountered<br>Serious deficiency and action item recommended | 3) High risks may be encountered<br>Needs to be escalated and can impact project effort or cost |

## Quality Assurance Findings

### Governance

- The ctcLink Executive Leadership Committee (cELC) requested the Project prepare alternative go-live dates for DG3 colleges.
- The ctcLink Steering Committee met multiple times with DG3 colleges to review project status and readiness. It was decided that the DG3 implementation schedule would be adjusted based on the alternatives presented to the DG3 colleges.
- The DG3 Colleges and the ctcLink Project reported on the readiness for ctcLink implementation. Pierce College District, Cascadia and Peninsula Colleges decided on the May 11<sup>th</sup> alternative go-live date to provide additional schedule time for their staffs to participate in UAT testing, training, role security and data validations. This was reviewed and approved by the Steering Committee and communicated to the cELC.
- The ctcLink Steering Committee reviewed and approved the March 9<sup>th</sup> date for Olympic and Lower Columbia Colleges. The College Presidents signed-off on their implementations.
- The new Strategic Technology Advisory Committee (STAC) has been approved by WACTC as a standing committee charged with technology governance and the composition of a new strategic technology planning process. Committee reviews and approves moving forward with potential application software for strategic integration with the core ctcLink ERP system.
- The State OCIO and State Office of Financial Management (OFM) are waiting on Gate 5 funding request from SBCTC. Request was being prepared in February.
- 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.
- 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 remains unsigned due to an issue with funding the ongoing maintenance support which was not budgeted. A schedule for implementing Campus/CE will be developed once contract is signed.
  - **Online Admissions** - The ctcLink Steering Committee approved moving forward with contract review and negotiations before signing. Contract is held up due to issue with funding the ongoing maintenance support which was not budgeted. A schedule for implementing Online Admissions will be developed once contract is signed. Colleges can continue to operate with existing ctcLink applications software.
  - **Planning and Budgeting Tool** - The ctcLink Steering Committee 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 will be made post DG3 go-live date. PMO has been working with colleges to participate in the 3-4 month implementation effort. Contract for this solution held up awaiting State approvals.
  - **Accessibility** - SBCTC IT Division is responsible for managing the implementation of PeopleSoft PeopleTools 8.5.7. Oracle has indicated to SBCTC and Clark that this update will improve accessibility, mostly by applying software usability designs that can be

retrofitted into current PeopleSoft. 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 was planned to be in-scope for Deployment Group 3 but is now post- go-live. 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 ctcLink 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. The Strategic Technology Advisory Committee will be reviewing and approving the Guided Pathways solution(s).
- **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 Deployment Group or date for this has been established.

### PMO and Staffing

- The PMO continues to make adjustments in staffing and organizational structure.
- The PM responsible for workstreams including: ctcLink Training/OCM and SF/FA Pillar accepted the new position of Director, Customer Support reporting to the SBCTC IT Division. These PM responsibilities are being reassigned within the PMO.
- PMO team is focused on preparations for the March 9<sup>th</sup> DG3 colleges go-live implementation. PMO continues addressing priority needs of the DG3B colleges as they prepare for the May implementation.
- 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 will be hiring/contracting for an experienced Project Manager with SF/FA expertise.
- Contracts have been extended for key project consultants.
- PMO has hired a project staff member to work on the role security area.
- Finance hired a Finance Consultant in time for DG3A.
- Additional Finance and CS Core functional analyst project positions are now being recruited to support DG4 work.
- Project personnel continue being stressed to provide DG2 support and meet DG3 go-live priorities workloads. Project morale seems to be good. Staff is excited about the March 9<sup>th</sup> go-

live for DG3A. Staff, however, continues to be 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.

## Schedule

- DG3 Implementation Status
  - The March 9<sup>th</sup> go-live date remains the current date for Olympic and Lower Columbia Colleges (DG3A).
  - May 11<sup>th</sup> go-live date is now being scheduled for Pierce, Cascadia and Peninsula Colleges (DG3B).
  - A dry run for DG3A Implementation, including data conversions, was underway the last week of February.
  - Role Security remained a problem for the UAT Sprints. Security is better than what was experienced with DG2, but has still required work. UAT Sprints #3 and 4 were underway in February.
  - DG3 colleges struggled with validating data conversion (Cycle 4), UAT 3 and 4, end-user training, end-to-end testing, and role security changes.
  - The ctcLink Project team tested the new Student Financials data conversion changes. This has shown positive results and additional testing/ data validation is required.
- 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 were planned for delivery in DG3. Some of these items will be carried into post-DG3 go-live. Not clear what and if these are included now with DG3A or later with DG3B.
- Other Deployment Groups Status
  - All colleges are now routinely reporting status.
  - Changes were being made to the schedule for DG4 work activities to minimize impact on DG3. DG4 planned activities have been pushed out in order to focus project resources on the DG3 workstreams.
  - DG4 Colleges very supportive of the schedule changes required for DG3A and DG3B.
  - The PMO has included more detailed Project Timeline charts for DG3A and DG3B and DG4 in the Project Status Report provided to the Steering Committee.
  - The Baseline Schedule for DG4 is being revised due to adjustments. Target implementation dates have not changed. Some compressions will occur in the DG4 schedule. QA is concerned that dates for implementing OAA and Campus/CE, as well as other changes (PeopleTools update) is not yet factored into the DG4 schedule.

## Training

- QA currently views the status of DG3 Training workstream as GREEN.
  - Training team has transitioned from ctcLink to SBCTC IT Division under the Customer Support organization. QA is concerned that all the good progress made by the Training team continues with the organizational change.

- A training Course was developed for colleges to self-manage their PeopleSoft role security. Extensive training materials were developed by the PMO and this was completed in late 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 experience with role security and Training Manager provided 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 (Canvas) with an e-learning software product (Storyline) which will provide interactive learning (business processing simulations). This additional work is targeted to be completed in time for use with DG4 colleges. Deployed colleges will benefit from this too.
- 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.
- Training staff to be integrated with the pillar support teams to help identify issues (derived from support tickets) that are training related.
- Training staff will also participate in testing of new PeopleSoft updates to ensure that training materials are current to the latest software releases.

## Testing

- QA views the Testing workstream as YELLOW, with concern remaining with the resources committed to Testing relative to other Project workstreams, including DG4. QA views Testing trending towards GREEN once DG3 is implemented.
  - Project Testing reports to the ctcLink Deputy Project Director.
  - The PMO has testing coordinators assigned for each Pillar. The Deputy Project Director is responsible for managing overall testing workstreams.
  - SIT testing for DG4 will be performed by the ctcLink Project team. Use of contract off-shore resources is now discontinued.
  - User implementation of new role security continued to be problematic (but reduced) during February for DG3 colleges. Security was improved for DG3 college testers involved with DG3 Sprints. Colleges still reported problems with implementing their role security assignments. More time will help DG3B colleges with this aspect.
  - DG3 UAT (total of 4 Sprints) testing was underway in February. UAT Sprints will continue into late April for DG3B colleges.

- 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 was underway in February. It will continue with DG3B colleges. Parallel testing is responsibility of the Pillar teams.
- The PeopleTools 8.5.7 Upgrade (responsibility of IT Division) will now be implemented post DG3 go-live. Will require heavy testing and impacted by resources and DG3 priorities. 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 was completed.
- Dry run for DG3A conversions was underway during last week of February.
- Support for colleges with Conversion Cycle 4 data validations was ongoing.
- Data Conversion Cycle 5 was being executed.
- SF Conversion changes were made and tested. Work requires additional testing and college staff validations. This area has been problematic and QA expects this to have been corrected.
- The re-planning of DG3A go-live will not require multi-week data conversions since fewer colleges have less data to convert within the go-live time window. Same approach is currently being planned for DG3B.
- The multi-step, multi-week implementation approach, which involves converting historical data, will most likely require further testing for potential use with DG4 colleges.
- 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 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 HCM Lead organized/hosted a two-day Pillar specific Workshop to facilitate additional knowledge transfer to DG3 college users prior to their go-live. The DG3 College users identified their areas of concern as an agenda and these were addressed during the workshop. College staff that participated gained more confidence in their processes using PeopleSoft.
  - PeopleSoft Role Security has been and continues to be a major issue for DG3 colleges. Project has been holding WebEx sessions 2 times a week to help colleges with their security role implementations. All “Security Workbooks” now available online.
  - 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.
- OCM/Communications model used by Clark will be used by the DG3 Colleges.
- 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 DG6 pending outcome and lessons learned from DG3 multi-college implementations.

### **ERP and IT Technical Support**

- SBCTC has established a new Customer Support organization, reporting to the Director of SBCTC IT Division. SBCTC has aligned its support staffing model to best support current and future deployment group college customers on ctcLink.
- This is a significant change for SBCTC as more colleges are implemented with the ctcLink PeopleSoft ERP.
  - This organizational change brings together the existing ctcLink support teams, representing the three PeopleSoft Pillars (Campus Solutions, Finance and Human Capital Management). It is expected to enhance SBCTC ability to serve the growing customer base while improving internal processes, resource sharing opportunities, customer service and overall capacity management.
  - The ctcLink Training team has also joined this support group. Adding the training function should allow for further integration, alignment and additional resourcing within the functional pillars, as well as, augment ongoing training and documentation needs.
- QA also expects that this leadership change will result in improved coordination between the ctcLink Project and the Customer Support.
- The Director, Customer Support, expects to work closely within the IT Division to make improvements in the support processes, including internal and external communications, status reporting and priorities of support tickets.
- Customer Support 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 current level of tickets.
- The SBCTC Deputy Executive Director/CIO continues addressing Customer Support staffing requirements to coincide with future Deployments.
- 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. It was a severe problem for Clark. FLC Colleges are still using a combination of old and new security role assignments and will be updating these security role assignments over time.

- Role security implementation was key readiness element that contributed to the readiness determination of the DG3 colleges. All colleges reported problems with their implementation status. The Project has developed comprehensive training materials for use by the colleges and provided weekly WebEx sessions to help the colleges. This now needs to be transitioned to Customer Support.



## Recommendations

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

- **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 workload 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. **SBCTC Update:** ctcLink Assistant Director created security training materials for DG3 and posted to ctcLink reference center.
- **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 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. We have identified a ctcLink Contractor to help us review the solution and better support the implementation and support of FWL
- **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, 3<sup>rd</sup> 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. **SBCTC Update:** The ctcLink Customer Support organization has now transitioned under IT again and one SBCTC Deputy. As part of the realignment and organizational shift, they will be looking at best support practice, managing and oversight of ticket ques, processes, including Quality Assurance.

- **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 3<sup>rd</sup> 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. **SBCTC Update:** ctcLink Project Director has shared the maintenance costs with BAC. Information needs to go to OBC for further decision and a full approval from WACTC.

- **NEW QA 0165 Finding:** The ctcLink PMO provides bi-weekly ctcLink Project Status reports that have evolved over time, and comprehensive. This level of transparency and reporting for a multi-year, large scale project is appropriate given the importance of the ctcLink project. The new Customer Support organization does not at this time routinely report status.

**Recommendation:** QA recommends that Customer Support develops and routinely (monthly) provides a Departmental/Operational type Support status report with identified metrics, issues, staffing, schedules, changes and process improvements.

- **NEW QA 0166 Finding:** The ctcLink HCM Project Lead provided a 2-day workshop for DG3 colleges to further provide requested knowledge transfer to the college staffs who will be working with PeopleSoft when DG3 goes live. The workshop was well received and had good participation.

**Recommendation:** QA recommends that the PMO consider using a similar set of workshops prior to each DG UAT Sprint to further enhance the knowledge transfer process/user confidence building.

- **NEW QA 0167 Finding:** The ctcLink OCM activity continues to utilize lessons learned from DG2 and DG3 deployment efforts. The schedule for OCM activity is within tasks incorporated for DG4/DG5/DG6. Program level visibility of these tasks should be highlighted and receive appropriate recognition.

**Recommendation:** QA recommends that the PMO/OCM function breakout the planned OCM activities and include these with future project status reporting in a more easily identifiable manner.

## 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 DG4 and beyond.
- Continued refinement of the implementation of security roles for the colleges in support of DG testing and go-live.
- Continued active engagement of colleges as they begin and continue preparations for future deployment go-lives.
- Ability of Customer Support to be properly staffed and knowledgeable for the future, multi-college deployment groups.
- Unknown scope impact of 3<sup>rd</sup> 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.