

ctcLink Project Quality Assurance

Monthly Report - March 2020

Presented to:



Washington State Board for Community and Technical Colleges

Ву:



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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

There were two main events and a third ongoing collection of items which consumed efforts for the month of March. First, DG3A (Olympic and Lower Columbia) go-live occurred on March 9th. DG3A execution of the schedule for conversions/implementation tasks improved from DG2 efforts as the team continues to learn and improve its processes from go-live to go-live. The ctcLink Project team provided 2 weeks of post go-live support working closely with the Customer Support pillar teams. While there are issues with any go-live, QA views DG3A as an overall success.

DG3B go-live is now scheduled for May 11th for Pierce, Cascadia and Peninsula Colleges. A dry run for DG3B implementation, including data conversions, is being scheduled for April. The detailed conversion/implementation plan/schedule for DG3B will have additional improvements based on lessons learned from DG3A.

DG3B role security was reported as a problem and resolved for the UAT Sprints in March. DG3A security was better than what was experienced with DG2, but still required work. DG3B security seems to be improved over DG3A, again due to better tools and processes developed from previous experiences.

The second main event in March was the impact of Covid-19 on the ctcLink Project, SBCTC IT, and College resources. All staff were working remotely as of the end of March. QA was very concerned that this was going to have a major negative impact on the project's ability to move forward successfully. Based on our interviews and participation in project meetings, QA is happy to report that resources seem to have adapted to the remote work environment very well with little to no negative impact. In many cases, we heard that communication and focus might have actually been better as people did not have distractions and interruptions typically seen in an office environment. This is something that QA will continue to monitor should these work conditions continue into the future.

Lastly, there has been significant progress made on some of the remaining in-scope solutions. This has taken significant effort on the part of the SBCTC Chief Technology Officer - ctcLink Program, along with several other individuals, to move these forward.

- Progress was made with contract negotiations with Campus/CE regarding the Continuing Education Solution/Software Product. The software company has now agreed to a Master Contract that also removes the need for a system-wide maintenance contract. Colleges will be able to opt into this product.
- The ctcLink Steering Committee approved moving forward with contract review and negotiations regarding the Online Admissions Application before signing. The Business Affairs Commission (BAC) recommended to WACTC that funding the ongoing maintenance support would be distributed to college districts using headcount methodology as other ctcLink services and maintenance costs. This recommendation was approved in late March.
- The ctcLink Steering Committee approved moving forward with licensing the Oracle/Mythics Planning and Budgeting Cloud Solution. Colleges are hoping to be able to use the solution for their next fiscal year budget planning. The contract for this solution is now signed.





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

	Prior Status	Current Status	
Project Area	February 2020	March 2020	Overall Comments
Overall	YELLOW	YELLOW	The Overall Status remains YELLOW given the deployment schedules and project/support resource concerns for completing the remaining 28 colleges. The uncertainty of the Covid-19 virus and impact on all colleges is also a key factor in our assessment. DG3A (Olympic and Lower Columbia) went live on March 9th. DG3B (4 colleges) remain on schedule to go-live on May 11th. DG4 work has been rescheduled. All remaining Deployment Groups are active at
SBCTC/ Governance	GREEN	GREEN	different gates/phases. The three levels of the ctcLink Governance structure and related processes continue to function appropriately. Multiple meetings were held leading up to the go-live decision for DG3A and meetings are scheduled for DG3B. Multiple levels of governance across the project and SBCTC have been utilized to approve approaches and funding for the in-scope replacement solutions. The request for Gate 5 funding was submitted to the State OCIO and State Office of Financial Management (OFM).
Project Management	GREEN	GREEN	The PMO continues to make adjustments in staffing and organizational structure. The PMO and all Project support staff are now working remotely. Work is progressing and team communications are challenging but the staff has adjusted accordingly. PMO team is now focused on preparations for the May 11th DG3B colleges go-live implementation. The PMO has now started holding Weekly Readiness Assessment meetings with the DG3B College PMs. Changes were being made to the schedule for DG4 work activities due to the modified DG3 schedule.
Phase Scope	YELLOW	YELLOW	With Olympic and Lower Columbia now implemented, the DG3B scope is now 4 Colleges: Cascadia, Peninsula, and Pierce District. No additional new functionality is included within the DG3 overall scope. There may be additional minor scope changes included post DG3 go-live dependent on governance prioritization. Major scope items included in ctcLink core ERP project are: Campus/CE, Online Admissions





			Application (OAA), and Oracle Budgeting. These major software products are replacements for current ctcLink software functionality. Funding has been approved and contracts were being finalized in March. These scope items will be planned and scheduled for future ctcLink project delivery. It is important to note that deployed colleges will still be able to work with the current ctcLink software functionality that will be replaced.
Schedule Status	YELLOW	YELLOW	The detailed conversion/implementation schedule was used effectively for the DG3A March 9th go-live. It is still being improved based on lessons learned. After go-live, the ctcLink Project team provided 2 weeks of post-live support to the DG3A colleges. The detail Project Schedule for DG3B has been revised and being used to plan and track project tasks leading to the May 11th target implementation. The multi-stage, multi-weekend data conversion approach will not be required for DG3B. DG3B college administrative staffs have adjusted to working remotely. So far the colleges are able to support their scheduled tasks. PMO has adjusted the baseline schedule for DG4 activities to focus on go-live preparations for completing DG3 implementations. Some DG4 work, including data conversions and business process fitgaps, was underway in March. This did not significantly impact the DG3 priorities.
Training	GREEN	GREEN	The ctcLink Project training responsibility has now transitioned to the new customer support organization in the SBCTC IT Division. For purposes of reporting status, the QA team will continue to include Training as a key area of the Project. Training staff was integrated with the ctcLink Pillar functional support analysts to improve service delivery. Training has continued to update training materials as needs identified during the DG3A implementation and ERP support. Training is creating support tickets to track incoming requests that require training follow-up tasks. This process is evolving. The Covid-19 impact on the colleges has elevated the importance of providing ctcLink training through remote learning and communication services. The ctcLink project has been working towards remote delivery of ctcLink courses. Additional training materials developed for college administrative staff involves business process simulations using the Storyline software. These were being completed by the end of March for all 100 and 200 level online courses.





			Deployed colleges and DG3B users continue benefitting by having the Level 100/200 courses available. More training of front-line administrative staff, a QA concern, is now happening at the DG3 colleges. Enduser training is now underway. There had been a problem of DG3B access to the SVX training environment. Training team continues monitoring training attendance and outcomes.
Testing	YELLOW	YELLOW	UAT Sprints and parallel testing continued in March for DG3B. The colleges are currently assessed at 90% through their UAT activities. Problems that were reported earlier in March (March 2-3 Project Status Report) with access to the UAT environments has been resolved. Based on information provided to the QA team, the DG3B Colleges are keeping up with the preparatory work for their May 11th implementations. This does vary by DG3B college. Testing workstreams for DG3 have required multi-college DG3 SMEs and end-user participation. College testing is a key factor in their overall readiness assessment. PMO is making improvements in approach to SIT testing for DG4 based on lessons learned with DG3. The project is no longer using off-shore contractor testing resources.
Configurations /Data Conversions	GREEN	GREEN	Technical team worked closely with ERP support and legacy support teams to meet the DG3A conversions and implementation steps for the March 9th go-live. A DG3B dry run for implementation and data conversions is being planned for April 20-24th. This provides more project time to plan, execute, and evaluate the dry run than what was used for the DG3A schedule. The dry run plan and schedule is modeled after that used for DG3A with improvements. Scope of dry run involves functional teams testing converted data and processes. Local configuration workshops with DG3B colleges are being planned. A Configuration Guide with supporting materials is being developed for the colleges. The PeopleTools Update 8.5.7 is being reconsidered since there is now a PeopleTools 8.5.8 Update. This key decision will need to be made by SBCTC IT Division with input from the ctcLink Project. It does impact the schedule and workload of the ctcLink Project team. The PeopleTools 8.5.7 Update includes Oracle indicated changes to improve product accessibility. Update 8.5.8 will include 8.5.7. Note: 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.
Organizational Change Management (OCM)	GREEN	GREEN	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 today. The ctcLink PMO has been incorporating many elements to support the colleges with being prepared for implementing the changes coming with PeopleSoft. Deployed colleges have an understanding of OCM challenges. The Clark reported experience with their go-live elevated the importance of colleges to be ready for the changes. There are now 6 colleges deployed with the ctcLink PS system. Another 4 colleges will be deployed within the next 6 weeks, which together represents 1/3rd of the total deployment objective for ctcLink. Covid-19 will change many key aspects of the community and technical college programs and administration. The expanded use of WebEx sessions are now becoming the new norm for the project team and college communications. QA remains concerned that business transformation projects like ctcLink are under-estimated and understaffed by college executives. The College Presidents are 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 for DG2 and DG3A. PMO continues to fill Open personnel positions. Additional staffing (supplemental consultants or new
Project Staffing	GREEN	GREEN	employees) will benefit the DG3B implementation. New staff has been added to the Project team in key areas. Project morale seems to be good at this time since the implementation of DG3A. The schedule for DG3B has more time for completing tasks. Based upon meetings with ctcLink staff, teams are working well in the remote environment and remain focused.
Technical Environment	YELLOW	YELLOW	The new Customer Support organization has now been operational for 1 month. SBCTC aligned its support staffing model to better support current and future deployment group college customers on





ctcLink. This was a significant change for SBCTC. The organizational change brought 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 support and overall capacity management. The Training team is now part of the support group. Adding the training function allows for further integration, alignment and additional resourcing within the functional pillars, as well as, augment ongoing training and documentation needs. The customer support team continues handling the production volume of support tickets for the 6 deployed colleges, with help from the project staff on resolving the more difficult tickets. Support team is keeping up with current tickets. Process improvements are starting to be made to the ticketing system. Implementing the PeopleSoft role security functionality has been extremely problematic for the colleges. It was a severe problem for Clark and continued to be challenging for the DG3A colleges in March. The ctcLink Project team has been heavily involved with supporting enhanced role security, including development of comprehensive training materials. Training materials have been developed by the ctcLink Project. Support for this functionality is to be transitioned back to the IT Division. QA now expects this to be achieved by April/May.

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





Quality Assurance Findings

Governance

- All ctcLink Governance meetings are now being held remotely. Minutes of these meetings are available.
- The ctcLink Governance structure and related processes are working. The decision-making
 processes, while still evolving, are performing at a pace that keeps the project moving. DG3A
 was implemented on schedule and focus is now being directed at DG3B and future
 deployment groups.
- As a part of the governance process, College Presidents are required to sign-off on their implementations.
- The State OCIO and State Office of Financial Management (OFM) have received the Gate 5 funding request from SBCTC. The request was submitted in March.
- QA is aware that certain colleges are currently dealing with major budget problems caused by
 decreased student enrollments and other factors (including the impact of Covid-19). This can
 impact a college's ability to implement ctcLink and may change future 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 Progress was made with contract negotiations with Campus/CE. The software company has now agreed to a Master Contract that also removes the need for a system-wide maintenance contract. Colleges will be able to opt into this product. The ctcLink Project will install the product and develop the integration component working with Campus/CE. A schedule for implementing Campus/CE will be developed once the contract is signed.
 - Online Admissions The ctcLink Steering Committee approved moving forward with contract review and negotiations before signing. An issue of product maintenance cost funding required Governance. The Business Affairs Commission (BAC) recommended to WACTC that funding the ongoing maintenance support would be distributed to college districts using headcount methodology as other ctcLink services and maintenance costs. This recommendation was approved in late March. A schedule for implementing Online Admissions will be developed once the contract is signed. Colleges can continue to operate with existing ctcLink applications software.
 - o **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 will be made post DG3 go-live date. PMO has been working with DG2 and DG3 colleges to participate in the 3-4 month implementation effort. College Finance SMEs will engage this summer. The contract for this solution is now signed.
 - Accessibility SBCTC IT Division is responsible for managing the implementation of PeopleSoft PeopleTools 8.5.7. Oracle has a new PS PeopleTools Update 8.5.8 which will include the prior update. A decision of which update to install is required by SBCTC IT. Oracle has previously indicated to SBCTC and Clark that the Update 8.5.7 will improve accessibility, mostly by applying software usability designs that can be retrofitted into current PeopleSoft. The tested upgrade (either 8.5.7 or 8.5.8) will not be in time for DG3 go-live implementation. It will be implemented post DG3 go-live. No date is yet provided.





Note: 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. SBCTC IT and the ctcLink Project teams 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 once PeopleTools 8.5.7/8.5.8 is implemented, but some issues might carry into DG4. The importance of accessibility improvements was highlighted given the administrative staffs at all colleges are working remotely.

- 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.
- Ouided 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 requires 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).
- o **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 and Project staff is now all working remotely. The SBCTC offices are closed.
- PMO team is now focused on preparations for the May 11th DG3B colleges go-live implementation. PMO continues addressing priority needs of the DG3B colleges as they prepare for implementation.
- The PMO has now started holding Weekly Readiness Assessment meetings with the DG3B College PMs.
- The PMO continues to make adjustments in staffing and organizational structure.
- The PM hired the Project Manager from Clark College. QA views this as a very positive addition to the PMO and will benefit future deployments.
- 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.
- Project has 7 Open Positions at this time.
- PMO still trying to hire/contract for an experienced Project Manager with SF/FA expertise.
- Project hired a Consultant to support Absence Management and Time/Labor in time for DG3B.
- Project morale seems to be good. Staff is working well in a remote environment.





- Team communications are reported to be good and staffs have daily check-ins with the Project Managers/Leads.
- The PMO will begin working with the Requirements Traceability Matrix (RTM) to validate original RFP requirements have been implemented, and end-users training provided on the business processes and functionality. This will be a work-in-process activity for the PMO.

Schedule

- DG3 Implementation Status
 - o Olympic and Lower Columbia Colleges (DG3A) went live on schedule March 9th.
 - DG3A execution of the schedule for Conversions/Implementation tasks continued to improve over DG2.
 - o For DG3A, the Project provided 2 weeks of post go-live support working closely with the Customer Support pillar teams.
 - May 11th go-live date is now scheduled for Pierce, Cascadia and Peninsula Colleges (DG3B).
 - A dry run for DG3B Implementation, including data conversions, is being scheduled for April.
 - The detailed conversion/implementation plan/schedule for DG3B will have additional improvements based on lessons learned from DG3A.
 - DG3B Role Security was reported as a problem and resolved for the UAT Sprints in March. DG3A Security was better than what was experienced with DG2, but still required work. UAT Sprints for DG3B were reported at 90% completed by the end of March.
 - DB3B Colleges reported problems with their end-user training access to the SVX environment which was resolved.
 - ODG3B colleges are working remotely but are progressing with their preparations. Feedback from the PMO is very positive.
- The project PMO continues reporting on the status of remaining Remediation items. The ctcLink project will 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. There are Remediation items that are incorporated into the new software being planned for the Project, including Online Admissions..
- Other Deployment Groups Status
 - All colleges are now routinely reporting status.
 - Changes were 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.
 - o DG4 Colleges very supportive of the schedule changes required for DG3 colleges.
 - o The PMO has included more detailed Project Timeline charts for DG3B and DG4 in the Project Status Report provided to the Steering Committee.
 - o The Baseline Schedule for DG4 continues being revised due to adjustments. Target implementation dates have not changed. Some compressions will occur in the DG4 schedule. QA is concerned that the schedule for implementing OAA and Campus/CE, as well as other changes (PeopleTools update) is not yet factored into the DG4 schedule.





The scheduling should be completed soon now that the contracts are approved or in final stage at the end of March.

Training

- QA currently views the status of DG3 Training workstream as GREEN.
 - Training team is now working as an integral component of the Customer Support organization.
 - Training team is now supporting the Customer Support pillar staff during DG3A golive as well as deployed colleges.
 - Training staff is being integrated with the pillar support teams to help identify issues (derived from support tickets) that are training related.
 - The Covid-19 impact on the colleges has elevated the importance of providing ctcLink training through remote learning and communication services. The ctcLink project has been working towards remote delivery of ctcLink courses.
 - A training Course was developed for colleges to self-manage their PeopleSoft role security. Extensive training materials were developed by the PMO and this is now available to the colleges. Role security support is being transitioned back to SBCTC IT.
 - Another training course is being developed for colleges to operate their FWL application.
 - Training staff was completed enhancing the level 100 and 200 courses (Canvas) with an
 e-learning software product (Storyline) which will provide interactive learning
 (business processing simulations). Deployed colleges will benefit from this too.
 - o DG4/5/6 colleges are expected to significantly benefit from the additional training materials.
 - QA believes that the project recognizes that post-implementation availability of a full range of training for self-managed online training courses and materials will be a critical success factor for any deployed ctcLink college.
 - 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.
 - o 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 offshore testing resources is now discontinued.
 - User implementation of new role security continued to be problematic (but reduced) during March for DG3 colleges. Security was improved for DG3 college testers involved with DG3B Sprints. Colleges still reported problems with implementing their role security assignments. More time will help DG3B colleges with this aspect.
 - UAT Sprints and parallel testing continued in March for DG3B. Problems that were reported earlier in March (see March 2-3 Project Status Report) with access to the UAT





- environments has been resolved. DG3B UAT (a total of 4 Sprints) testing was reported at 90% complete. UAT Sprints will continue into late April for DG3B colleges.
- Pillars are continuing to work on automating specific areas of testing to reduce repeat workload on functional and college personnel. This work will be ongoing post DG3 golive.
- End-to-end and parallel testing was underway in March. It will continue with DG3B colleges. Parallel testing is the responsibility of the pillar teams.
- The PeopleTools 8.5.7 Upgrade or PeopleTools 8.5.8 Upgrade (responsibility of SBCTC IT Division) will now be implemented post DG3 go-live. It will require testing by Project and Customer Support resources and impacted by DG4 priorities. This delay continues to impact 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 DG3A was successfully utilized.
- Very good results reported for DG3A Data Conversions.
- Some minor changes were made during go-live but this is normal.
- Technical team provided post go-live support for the DG3A colleges.
- Development resources completed R-258 Transcript remediation changes and will be working on FWL remediation requested changes.
- Dry run for DG3B conversions is scheduled for April 20-24th, which provides time to execute and evaluate results.
- Support for DG3B colleges with Cycle 5 data validations was ongoing.
- The re-planning of DG3B go-live will not require multi-week data conversions since fewer colleges have less data to convert within the go-live time window.
- The multi-step, multi-week implementation approach, which involves converting historical data, will most likely require further testing for potential use with DG4 colleges.
- Team is supporting DG4 Cycle 2 Conversions. DG4 Cycle 2 is required to be complete before FY End.
- Local configuration workshops with DG3B colleges are being planned and to be held remotely. Project team is developing standard Configuration Guides with supporting materials being developed for the colleges to better understand and manage their configurations.
- Project technical staff and ERP support seem to be working well together to resolve technical issues on post go-live implementations as well as preparing for DG3B 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 and DG2 lessons learned. Deployed colleges now have an understanding of OCM challenges.

• The ctcLink is a comprehensive Business Transformation Program. Clark College executives provided valuable lessons learned from their experience 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 experience reported by Clark College with their go-live elevated the importance of colleges to be ready for the changes. There are now 6 colleges deployed with the ctcLink PS system. Another 4 colleges will be deployed within the next 6 weeks, which together represents 1/3 of the total deployment objective for ctcLink.
- Covid-19 will change many key aspects of the community and technical college programs and administration. It will also change how ctcLink is implemented with more reliance on remote delivery where possible.
 - The expanded use of WebEx sessions is now becoming the new norm for the project team and college communications.
 - OCM/Communications model used by Clark is being modified and used by the DG3 Colleges.
- The HCM Lead organized/hosted a two-day pillar specific workshop to facilitate additional knowledge transfer to DG3A 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. The project has been holding WebEx sessions 2 times a week to help colleges with their security role implementations. All "Security Workbooks" are now available online. This material should improve the ability of a college to understand how role security is intended to work.
- 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. No update is available at this time.
- OCM team has 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. It will need to be revised to align with the DG4/DG5/and DG6 plans.
- The OCM/College Relations team continues to schedule and hold on-site "college readiness check-ins" for DG colleges.
- The PMO has hired Susan Maxwell, the Clark Project Manager, who has lived through the
 many years getting Clark ready for PeopleSoft ERP. She brings significant first-hand
 experience with dealing with the OCM challenges and will be key to facilitating college PM
 and OCM with their future deployments.
- All remaining Deployment Groups are active. DG4 activity is underway awaiting focus by the Project team once DG3B is implemented. 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 established a new Customer Support organization in late February. It reports to the Director of SBCTC IT Division. SBCTC 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 allows 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 Customer Support organizations.
- 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.
- The Customer Support team worked with the Project staff to implement DG3, meeting the March 9th date. Customer Support is now handing the production volume of support tickets of 6 colleges and SBCTC Divisions. Support team is keeping up with current level of tickets.
- Changes in processing of support tickets are being planned with a 4 tier level set of tracking responsibility, customer priority, and status.
- The SBCTC Deputy Executive Director/CIO working with the new Director, Customer Support and continue to address Customer Support staffing requirements to coincide with future Deployments.





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. **SBCTC Update**: Team will continue to enhance Security training materials based on lessons learned from DG3. This information has been shared with all deployment groups.
- 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. **SBCTC Update:** We hope to hire a FWL resource by the end of this month.
- 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. **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 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. **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. **SBCTC Update:** College PMs were asked to coordinate discussions with their Finance and CE departments to make a determination on whether their college would implement and budget for this solution. There will be a delay in the decision for the college costs of maintenance until WACTC is able to get a recommendation and review and approve.
- 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. **SBCTC Update:** We have shared this recommendation to the Support Organization. The support organization is being evaluated for staffing sizing, processes, and communications to prepare for more colleges on line.
- 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. **SBCTC Update:** We have discussed with the team an enhanced approach for UAT for DG4 with this recommendation as a consideration.
- 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. **SBCTC Update:** We will consider this for Project Plans for DG4 and beyond.





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.

- <u>Project Integration Management</u> 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.
- <u>Project Scope Management</u> 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-lives for DG3A March 9th (met) and DG3B May 11th. All remaining Deployment Groups 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.
- <u>Project Cost Management</u> 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. PMO has submitted Gate 5 Funding request paperwork to OFM/OCIO for approval.
- <u>Project Quality Management</u> 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.
- <u>Project Human Resource Management</u> 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.
- <u>Project Communications Management</u> 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.
- <u>Project Procurement Management</u> 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.
- <u>Project Stakeholder Management</u> 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.
- <u>Tracking/Reporting Assessment</u> 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 being revised. 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:

- Covid-19 and its impacts on finances and remote working environments.
- DG3B 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, multicollege 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.

