



ctcLink Project Quality Assurance

Monthly Report – April 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

The ctcLink Project Team continued its activities in supporting Pierce, Cascadia and Peninsula Colleges in the go-live for DG3B. While remote activities have changed the manner in which this support may be provided, all parties, including the project team and the colleges themselves, seem to be handling the changed working arrangements successfully.

The DG3B Dry run completed successfully with continued adjustments being made based on prior go-lives and the results of the dry run itself. Overall, the results of the Dry Run were deemed successful and the colleges appear prepared for go-live. The Steering Committee voted to proceed with the May 11th go-live based on the readiness assessments and other verbal input provided by all involved parties.

DG4 replanning activities are well underway. It is understood that there will be some compression of the plan, which causes concern for everyone, including QA; however, QA believes that this compression will not prevent the opportunity for a successful DG4 go-live. DG5 will begin Global Design Adoption activities towards the end of May. DG6 is active in the initiation phase of their efforts.

The new ctcLink PeopleSoft Customer Support organization has now been operational for 2 months. SBCTC aligned its support staffing model to better support current and future deployment group college customers on ctcLink. The Customer Support Director developed a “Support Triage” plan and this has been communicated to the deployed colleges and DB3B colleges. The plan outlines both college and ctcLink PeopleSoft Customer Support roles and responsibilities. Currently, the Customer Support team is keeping up with current tickets, utilizing the Project Team for complex issues.

The responsibility for the Security support is now transitioned from the ctcLink Project to the IT Division. The responsibilities for managing this within the IT Division were changed at the end of April, with support for functional PeopleSoft security assigned to ctcLink PeopleSoft Customer Support, and technical support assigned Application Services.

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 Deployment Group 3.

ctcLink Project Assessment Scorecard

<u>Project Area</u>	<u>Prior Status March 2020</u>	<u>Current Status April 2020</u>	<u>Overall Comments</u>
Overall	YELLOW	YELLOW	<p>The Overall Status remains YELLOW given the deployment schedules and project/support resource concerns for completing the remaining 28 colleges. The uncertainty of the Covid-19 virus and current and future impact on all colleges is identified as a key factor in our assessment. DG3B will be the first deployment of multiple colleges that involves remote project delivery and support. It will also highlight challenges of college administrative staffs working remotely.</p> <p>DG3B Colleges (Pierce, Cascadia, and Peninsula) remain on the schedule to go-live on May 11th. DG4 work has been rescheduled.</p> <p>All remaining Deployment Groups are active at different gates/phases.</p>
SBCTC/ Governance	GREEN	GREEN	<p>The ctcLink Executive Committee and the ctcLink Steering Committee held meetings in April to review the project. These meetings are documented.</p> <p>DG3B College Presidents and Executive Sponsors have signed off on the schedule to the May go-live implementation.</p> <p>The request for Gate 5 funding was submitted to the State OCIO and State Office of Financial Management (OFM).</p>
Project Management	GREEN	GREEN	<p>The PMO continues to make adjustments in staffing and organizational structure. The PMO and all Project support staff have been working remotely. Work is progressing and team communications are challenging but the project team and Customer Support staff have adjusted accordingly.</p> <p>The PMO is making further mitigation plans and actions to deal with the immediate issues caused by the Covid-19 virus.</p> <p>PMO team remains focused on preparations for the May 11th DG3B colleges go-live implementation.</p>
Phase Scope	YELLOW	YELLOW	<p>DG3B implementation scope is 4 Colleges: Cascadia, Peninsula, and Pierce District. After implementation, a total of 10 community colleges will be using PeopleSoft as systemwide replacement for the 35+ year old Legacy system. The First Link Colleges have now been using PeopleSoft since 2015. A significant level of progress in the implementation approach has occurred since the early days of the FLC, based on the</p>

			<p>lessons learned.</p> <p>For DG3B, no additional new functionality is included within the phase scope during Go-live implementation. Also given the timeframe between DB3 go-live and the planned date for DG4, there may be additional scope changes included post DG3 go-live dependent on governance prioritization.</p> <p>Additional 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.</p>
Schedule Status	YELLOW	YELLOW	<p>The Project held a Dry Run for the DG3B conversion/implementation. It included further improvements based on DG2 and DG3A lessons learned. The feedback on the Dry Run is very favorable and the various teams were confident in meeting the DG3B schedule.</p> <p>DG3B college administrative staffs have adjusted to working remotely. DG3B College PMs are reporting on their status weekly. The colleges currently remain able to support their scheduled tasks leading up to May 11th go-live.</p> <p>The DG3B go-live work effort is now scheduled to begin May 7th. DG3B Colleges will make a final go-live determination no later than May 6th.</p> <p>After DG3B go-live, the ctcLink Project team is scheduled for 3 weeks of post go-live support to assist the colleges working closely with ctcLink Customer Support.</p> <p>Changes were made to the schedule for DG4 work activities. The project schedule has been impacted by DG3B priority and results in compression of timeframes for key activities. QA recognizes the compression of DG schedules as a concern and maintains the Schedule Status as YELLOW.</p> <p>DG5 Kickoff is scheduled for late May. DG5 Colleges will begin their Global Design Adoption activity at this time. The development of a Schedule Baseline for DG5 in preliminary stage, pending Black-out dates for the colleges.</p> <p>DG6 Colleges are active in their Initiation phase work.</p>
Training	GREEN	GREEN	<p>The ctcLink training responsibility reports to the ctcLink customer support organization in the SBCTC IT Division. The QA team will continue to include Training as a key area of the ctcLink Project.</p> <p>Training staff is now integrated with the ctcLink Pillar functional support analysts to improve service delivery. Training members are tracking incoming requests that require training follow-up tasks. This</p>

			<p>process continues to evolve.</p> <p>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.</p> <p>More training of front-line administrative staff, a QA concern, is now happening at the DG3 colleges. End-user training is now underway. Training team continues monitoring online training attendance and outcomes.</p>
Testing	YELLOW	YELLOW	<p>College testing is a key factor in their overall readiness assessment. UAT Sprints and parallel testing continued in April for DG3B. The colleges have completed their UAT activities.</p> <p>Based on information provided to the QA team, the DG3B Colleges are keeping up with the preparatory testing and data validation work for their May 11th implementations.</p> <p>PMO continues making improvements in approach to SIT testing for DG4 based on lessons learned with DG3. Some of the changes made to UAT approach used for DG3 based on DG2 feedback are being currently revised to provide more training and support for college UAT participating personnel.</p>
Configurations /Data Conversions	GREEN	GREEN	<p>Project technical team is gearing up for the May 11th conversion and implementation. Team is confident in the schedule and work scope based on the completion of the Dry Run.</p> <p>The Dry Run Cycle #5 Conversions provided the team more time to plan, execute, and evaluate the required tasks run than what was used for the DG3A schedule.</p> <p>Local configuration workshops with DG3B colleges were held in April. Local Configuration Guides with supporting materials were posted in the ctcLink Reference Library for the colleges.</p> <p>The PeopleTools Update 8.5.7 was submitted and approved by the Working Group and is now targeted for implementation in August 2020. The PeopleTools 8.5.7 Update includes Oracle indicated changes to improve product accessibility. This work responsibility is managed by the SBCTC IT Division.</p>
Organizational Change Management (OCM)	GREEN	GREEN	<p>The ctcLink PMO has been incorporating many elements to support the colleges with being prepared for implementing the changes coming with PeopleSoft.</p> <p>Deployed colleges have an understanding of OCM challenges. What is not understood yet is how colleges will operate during and after Covid-19.</p>

			<p>Covid-19 will change many key aspects of the community and technical college programs and administration. Deployed colleges have an understanding of OCM challenges without Covid-19. QA remains concerned that business transformation projects like ctcLink are under-estimated and understaffed by college executives. This ongoing concern was before Covid-19 happened. Now exists a new major challenge to our colleges that will require further adjustments in business operations.</p> <p>QA currently considers the OCM area as GREEN. QA recognizes this could change in the months ahead as colleges and the Project makes critical adjustments.</p>
Project Staffing	GREEN	GREEN	<p>Additional project staffing (supplemental consultants or new employees) changes occurring at this time will not immediately benefit the DG3B go-live implementation.</p> <p>Given Covid-19 and the remote work environment, the project morale remains good at this time since the implementation of DG3A. Based upon QA remote meetings with ctcLink staff, both Project and Customer Support teams are working well in the remote environment and remain focused.</p>
Technical Environment	YELLOW	YELLOW	<p>The new ctcLink PeopleSoft Customer Support organization has now been operational for 2 months. 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.</p> <p>The Customer Support Director developed a “Support Triage” plan and this has been communicated to the deployed colleges and DB3B colleges. The plan outlines both college and ctcLink PeopleSoft Customer Support roles and responsibilities.</p> <p>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. Tickets have started to be prioritized.</p> <p>Analysis of the current post DG3A support tickets indicates that 50-60% are security related. Implementing the PeopleSoft role security functionality has been extremely problematic for the colleges.</p> <p>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</p>

			<p>ctcLink Project.</p> <p>The responsibility for the Security support is now transitioned from the ctcLink Project to the IT Division. The responsibilities for managing this within the IT Division were changed at the end of April, with support for functional PeopleSoft security assigned to ctcLink PeopleSoft Customer Support, and technical support assigned Application Services. SBCTC IT will also be acquiring a new software product (Sentinel) specific for PeopleSoft ERP that is intended to improve user management, auditing, and reporting.</p>
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LEGEND	GREEN	YELLOW	RED
Risk Description	1) Low risks may be encountered NO immediate action needed	2) Moderate risks may be encountered Serious deficiency and action item recommended	3) High risks may be encountered Needs to be escalated and can impact project effort or cost

Additional Quality Assurance Findings

Governance

- No additional findings at this time.

PMO and Staffing

- The PMO and Project staff is now all working remotely. The SBCTC offices were closed in April and remain closed at this time.
- The PMO is concerned about precautions being planned for Project staff once SBCTC re-opens the Olympia office.
- DG3B colleges are self-reported as YELLOW based on the April 13-24 Project Status Report.
- The PMO is holding Weekly Readiness Assessment meetings with the DG3B College PMs.
- Project has 3 current Open Positions posted and will be adding 2 additional position in early May.
- The PMO still trying to hire/contract for an experienced Project Manager with SF/FA expertise.
- The PMO begin working with the Requirements Traceability Matrix (RTM) to update status and 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. CEMLI Master will be linked to the RTM.

Phase Scope

- There are a number of other in-scope items which will be implemented in future (most likely before or during DG4) and these are being closely watched by the QA Team, including:
 - **Continuing Education Solution/Software Product** – Contract is not signed. A schedule for implementing Campus/CE will be developed once the contract is signed. A place holder in the DG4 schedule has been added to the baseline schedule. It will be updated once the contract is final.
 - **Online Admissions** - Contract with vendor is not signed. A schedule for implementing OAA will be developed once the contract is signed. A place holder in the DG4 schedule has been added to the baseline. It will be updated once the contract is final and detail activities are coordinated with the vendor.
 - **Planning and Budgeting Tool** – The contract for this solution is now signed. PMO is working with DG2 and DG3 colleges to participate in the 3-4 month implementation effort. Implementation is post DG3 go-live.
 - **Accessibility** – SBCTC IT Division has decided on upgrading to PeopleSoft PeopleTools 8.5.7. 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 will not be in time for DG3 go-live implementation. It will be implemented post DG3 go-live. New target date is August 2020.
 - **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 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).
- **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.

Schedule

- 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.
 - The PMO has included more detailed Project Timeline charts for DG3B and DG4 in the Project Status Report provided to the Steering Committee.
 - The Baseline Schedule for DG4 has been adjusted. Target implementation dates have not changed. Some compression will occur in the DG4 schedule. QA is concerned about the compressions in the DG4 timeline and will continue to monitor.
 - QA is also 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.
 - DG5 kickoff is scheduled for late May. It involves the Global Design Adoption (GDA) work activity which will be performed remotely with the DG5 colleges.

Training

- Training team and Pillars are providing “Friday Workshops” remotely for college users.
- DG3A and DG3B have requested additional training courses from the Project as reported in the April Project Status Report. No information available at this time as to the specific courses requested and schedule for these to be developed and available
- A training Course now available for colleges to self-manage their PeopleSoft role security. Extensive training materials were developed by the PMO and now available to the colleges. Role security support has transitioned back to SBCTC IT.
- Another training course is being developed for colleges to operate their FWL application.
- Contract firm, GP Strategies, is developing a detailed “Boot Camp” course, intended for project initiation training of new college PMs and SMEs.

Testing

- SIT testing for DG4 will be performed by the ctcLink Project team. Use of contract off-shore contractor testing resources is discontinued.

- User implementation of new role security continued to be problematic (but reduced) during April for DG3 colleges. Security was improved for DG3 college testers involved with DG3B Sprints. Colleges still reported problems with implementing their role security assignments. The delay to May 11th has helped DG3B colleges with this aspect.
- 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 go-live.
- End-to-end and parallel testing continued in April for the DG3B colleges. Parallel testing is the responsibility of the pillar teams.

Configurations/Data Conversions/Development

- As part of the Dry Run, Cycle #5 for DG3B conversions was held on April 20-24th. This has provided more time to execute and evaluate results.
- The re-planning of DG3B go-live does not require multi-week data conversions.
- Fewer colleges have less data to convert within the go-live time window. DG4 number of colleges will possibly require different conversion approach. The multi-step, multi-week implementation approach, which involves converting historical data, will 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.
- 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

- Deployed colleges now have a real-life understanding of OCM challenges. This is now being severely challenged by the Covid-19 and remote staff of college administrations.
- Covid-19 is changing many key aspects of the community and technical college programs and administration. It will impact college programs, enrollments, and funding. QA expects it will also change how the ctcLink project is implemented with more reliance on remote project and support delivery where possible.
 - The expanded use of WebEx sessions is now becoming the new norm for the project team and college communications.
 - A modified version of the OCM/Communications model used by Clark and the DG3A colleges is being used by the DG3B Colleges.
- 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.
- The OCM/College Relations team continues to schedule and hold on-site “college readiness check-ins” for DG4/DG5/DG6 colleges.
- Susan Maxwell, previously the Clark Project Manager, has extensive experience getting Clark ready for their PeopleSoft ERP implementation. She is now a key member of the PMO and will be key to facilitating college PMs and OCM with their future deployments.

ERP and IT Technical Support

- The Director of ctcLink PeopleSoft Customer Support is working closely within the IT Division to make improvements in the support processes, including internal and external communications, status reporting and priorities of support tickets. Changes in processing of support tickets are being planned with a 4 tier level set of tracking responsibility, customer priority, and status.
- The Director of ctcLink PeopleSoft Customer Support developed a “Support Triage plan” document and this has been communicated to the deployed colleges and DB3B colleges. The plan outlines both college and ctcLink PeopleSoft Customer Support roles and responsibilities. These include:
 - Basic task outline for college help desks and triage services
 - Outline of roles for ctcLink Support, including PeopleSoft Customer Support (PCS), Application Services, and Security
 - Service ticket checklist for approved college-appointed staff.

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. **Latest Update:** Security transition was happening at the end of April.
- **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. **Latest Update:** Training 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. **Latest Update:** General Ledger 300 level course covers some components of closing rules and processing year end. We also have included first week/first month documentation that addresses month end closing which also leads to having a successful year end closing. Documents will be posted in the ctcLink reference center for DG3-B and other DGs to view.
- **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. **Latest Update:** We hired a FWL resource on 4/3/2020 and believe this recommendation can be closed. **QA Update:** We now consider this recommendation closed.
- **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. **Latest Update:** New Tier definitions were developed and shared with DG3B

Colleges.

- **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. **Latest Update:** The master contract expected to be signed by May 2020. Held up in contracts.

- **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 ctcLink PeopleSoft Customer Support develops and routinely (monthly) provides a Departmental/Operational type Support status report with identified metrics, issues, staffing, schedules, changes and process improvements. Note: A two- page report would be a great start in addressing this recommendation. **Latest Update:** The Project has shared this recommendation to the ctcLink PeopleSoft Customer Support Organization. The support organization is being evaluated for staffing sizing, processes, and communications to prepare for more colleges coming 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. **Latest Update:** Improvements being made for DG4 around UAT and Parallel and will incorporate the feedback and recommendation as appropriate and believe this recommendation can be closed. **QA Update:** We now consider this recommendation closed.

- **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. **Latest Update:** PMO will consider this for Project Plans for DG4 and beyond.

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 ctcLink PeopleSoft Customer Support to be properly staffed and knowledgeable for the future, multi-college deployment groups.
- Unknown scope impact of 3rd party software solutions on future deployment group activities.

The PMO is taking mitigation actions for each of these risks within its control.

The QA team has reviewed and agrees with the risks as identified by the Chief Technology Officer - ctcLink Program and included in the Project Status Report.