



ctcLink Project Quality Assurance

Monthly Report – May 2020

Presented to:



**COMMUNITY AND
TECHNICAL COLLEGES**

Washington State Board

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

By:



MORAN
TECHNOLOGY CONSULTING

1215 Hamilton Lane, Suite 200

Naperville, IL 60540

www.MoranTechnology.com

Voice & Fax: 877-212-6379I

Table of Contents

Cover Letter	3
Executive Summary	4
Project Status Scorecard	5
Additional Quality Assurance Findings	8
Recommendations	12
Risk Assessment.....	14

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,



Charles R. Moran
Sr. Partner and CEO
Moran Technology Consulting, Inc.
Charlie.Moran@MoranTechnology.com
(877) 212-6379

Executive Summary

DG3B Colleges (Pierce, Cascadia, and Peninsula) went live on May 11th and the Project team provided 3 weeks of post go-live remote support. Overall, the go-live can be considered a success as the support team, colleges and project team worked to address on-going issues as needed. At this point, all DG3 Colleges have been transitioned to ctcLink Customer Support.

DG4 work has been rescheduled and Business Process Fit Gaps are underway and mostly completed. The compression of the DG4 schedule is a concern of QA that will continue to be monitored as the project progresses.

Project work continues to progress very well considering the impacts of Covid-19 on all involved. Remote work environments seem to have had much less impact on productivity that QA might have expected. The fact that the project was able to go-live with 3 colleges with everyone working remotely is a testament to the planning, engagement, and leadership of all involved.

One of the major reasons that projects of this nature fail is due to lack of executive sponsorship. The excitement and involvement from the leadership of the 3 colleges (Cascadia, Pierce, and Peninsula) during the go-live was particularly noteworthy. This positive attitude and enthusiasm are important when colleges are about to take on a challenge like this implementation.

The contracts for three of the replacement solutions: CampusCE, Online Admissions Application, and Budget and Planning Tool have been officially signed. Work on detailed statements of work and planning is being completed to better understand where these solutions will be incorporated into the overall project timeline.

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 4.

ctcLink Project Assessment Scorecard

<u>Project Area</u>	<u>Prior Status April 2020</u>	<u>Current Status May 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 24 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.</p> <p>DG3B Colleges (Pierce, Cascadia, and Peninsula) went live on May 11th and the Project team provided 3 weeks of post go-live remote support. All DG3 Colleges are now transitioned to ctcLink Customer Support. DG4 work has been rescheduled and Business Process Fit Gaps are underway and mostly completed.</p> <p>A kickoff meeting was held for DG5 in late May. DG6 is in the Initiation Phase.</p>
SBCTC/ Governance	GREEN	GREEN	<p>The ctcLink Steering Committee held meetings in May to review the project. These meetings are documented.</p> <p>Gate 5 funding approval request was submitted in April to the State OCIO and State Office of Financial Management (OFM). Funding remains Open.</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 continues making mitigation plans and taking actions to deal with the immediate issues caused by the Covid-19 virus.</p> <p>PMO team was focused on the May 11th DG3B colleges go-live implementation. It has now focusing on DG4 workstreams.</p>
Phase Scope	YELLOW	YELLOW	<p>A total of 10 community colleges are now implemented with ctcLink as the systemwide replacement for the 35+ year old legacy system.</p> <p>No additional new/replacement functionality was included within the DG3B phase scope during Go-live implementation.</p> <p>Replacement solution scope items are being planned and scheduled for future ctcLink project delivery.</p>
Schedule Status	YELLOW	YELLOW	<p>DG3B college administrative staffs were able to support their May 11th go-live. This implementation</p>

			<p>was done remotely and with college staffs also working remotely. This should be considered a huge achievement by everyone.</p> <p>Besides supporting DG3B during post go-live, the Project team was able to continue working on DG4 during May. This included completing Business Process Fit Gap (BPFs) reviews and conversion work for DG4 Data Cycle #2. The project schedule for DG4 has been compressed now for key activities. For this reason, the Schedule Status remains YELLOW.</p> <p>DG5 Kickoff was held on May 26th. DG5 Colleges will now begin their Global Design Adoption activity. The development of a Schedule Baseline for DG5 is in the 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 QA team continues to include Training as a key area of the ctcLink Project.</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, was possible during the DG3 implementations. Training team continues closely monitoring online training attendance and outcomes.</p>
Testing	YELLOW	GREEN	<p>Good progress has been made with the Testing Workstreams. For this reason, QA now considers this area as GREEN. College testing is a key factor in determining their overall readiness.</p> <p>PMO continues making improvements in approach to SIT testing for DG4 based on lessons learned with DG3. DG4 UAT approach is also being revised to provide more training and support for college UAT participating personnel.</p>
Configurations /Data Conversions	GREEN	GREEN	<p>Project technical team is preparing the DG4 Data Cycle #2.</p> <p>The PeopleTools Update 8.5.7 is now planned for Project use in late August 2020 to meet schedule for DG4 SIT testing. This work responsibility is managed by the SBCTC IT Division.</p>
Organizational Change Management (OCM)	GREEN	GREEN	<p>The ctcLink PMO has incorporated 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 and are now adjusting to operating during Covid-19. All Community and Technical Colleges</p>

			<p>will be facing budget cuts and continued Covid-19 impacts that will make OCM more challenging, requiring further adjustments in business operations. 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. 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) are being made for the Project. A new consultant, beginning in early June will be taking a lead role with Student Financials/Financial Aid workstream.</p> <p>Given Covid-19 and the remote work environment, the project morale remains good at this time since the implementation of the DG3 colleges. Based upon QA remote meetings with ctcLink staff, both Project and Customer Support teams continue to work well in the remote environment and remain focused.</p>
Technical Environment	YELLOW	YELLOW	<p>QA considers the Technical Environment as YELLOW given the increase in number of colleges being supported with current staff. The new ctcLink PeopleSoft Customer Support organization has now been operational for 3 months.</p> <p>According to SBCTC IT management, the current Support team, with assistance of the Project, is keeping up with tickets. Tickets have started to be prioritized.</p> <p>The responsibility for the Security support has transitioned from the ctcLink Project to the IT Division.</p> <p>The support technical team will be installing Peoplesoft updates (PUMs) and PeopleTools 8.5.7 now that DG3 colleges are in Production.</p> <p>SBCTC IT is acquiring a new software product (Sentinel) specific for PeopleSoft ERP that is intended to improve user management, auditing, and reporting.</p>

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

Additional Quality Assurance Findings

Governance

- No additional findings at this time.

PMO and Staffing

- The PMO and Project staff are all working remotely. The SBCTC offices remain closed at this time.
- The PMO is concerned about precautions being planned for Project staff once SBCTC re-opens the Olympia office.
- DG4 colleges are self-reported as YELLOW based on the May 11-22nd Project Status Report.
- Project has 5 current Open Positions posted.
- The PMO continues 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. QA does not view this as a critical issue.

Phase Scope

- DG4 consists of 7 colleges. A number of these colleges (the 3 Seattle Colleges) have large enrollments and require large data volumes. This creates some technical scheduling challenges for the go-live implementation which requires longer data conversions from the legacy system to load PeopleSoft. The technical approach will be evaluated and will require some changes to the DG4 detail schedule.
- 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** – Master Contract is now signed. A number of Statements of Work (SOWs) are being developed with the vendor at this time. Schedule for implementing CampusCE is being planned. A place holder in the DG4 schedule has been added to the baseline schedule. It will be updated once the work plans are agreed to with the vendor. Note: Colleges have the ability to opt out of using the product.
 - **Online Admissions** - Contract with vendor is now signed. A schedule for implementing OAA is being planned at this time. A place holder in the DG4 schedule has been added to the baseline. It will be updated once the plans are finalized and detailed activities are coordinated with Kastech, the vendor.
 - **Planning and Budgeting Tool** - The contract for this solution is signed. PMO is working with DG2 and DG3 colleges to participate in the implementation effort. Change order to include DG3 Colleges in scope. Preplanning for the implementation is underway. Work to begin this summer.
 - **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. Latest target date for production and Project use 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 and led by the SBCTC Agency. Colleges have selected and implemented a number of different CRM solutions to meet Guided Pathways at their colleges. The potential Deployment Group 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

- DG4 Status
 - DG4 planned activities were pushed out in order to focus project resources on the DG3 workstreams. The schedule has been compressed with no current float. This is a result of priority focus on DG3B; however, some progress was made by the Project specific to the Business Process Fit Gap sessions with DG4 colleges.
 - The Baseline Schedule for DG4 has been adjusted. Target implementation dates have not changed. 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 CampusCE, as well as other changes (PeopleTools update) is not yet factored into the DG4 schedule. There are placeholders within the schedule. These will be updated with more detail once planning is completed. This work is ongoing.
 - Beginning in June, weekly scheduling meetings will be held remotely with the DG4 College PMs.
 - An updated project plan was provided through summer and fall with specific requests to spread out the Production Workshop schedule. The ctcLink project team will continue to work closely with the DG4 PMs to provide better explanation and clarity on upcoming activities so they can align their college planning/ local activities.
- Other Deployment Groups Status
 - All colleges are now routinely reporting status.
 - DG5 kickoff was held in late May. It involves the Global Design Adoption (GDA) work activity which are self-paced Canvas courses supported remotely by the Project. A DG5 schedule has been provided to the colleges; however, it is viewed realistically as a 4 month workplan at this time.
 - DG6 colleges are in the Initiation phase at this time.

Training

- Training team and Pillars were heavily engaged in post DG3B go-live support.

- Training team members are responsible for Tier 2 Support in the ctcLink Customer Support structure.
- Many of the training videos embedded in the PeopleSoft training courses were created in 2018 with the 9.0 interface. Training team has better clarity on which courses the PMs had concerns about and will be discussing timing for updating the videos after DG3B post go-live support ends.

Testing

- The Project Test coordinators are involved with all areas of testing.
- The Testing processes will be evaluated internally by the Project Administrators reporting to the PM responsible for project QA.
- SIT testing for DG4 will be performed by the ctcLink Project team. Preparation for SIT testing to begin in late June.
- A Project resource will be working with DG4 colleges to prep their work with Security Role assignments to reduce problems previously encountered with UAT and end-user testing.
- End-to-end and parallel testing was improved for the DG3B colleges.
- Plans underway by the PMO to improve the UAT Sprints for use with DG4. Current plan reduces the number of Sprints to 2; and combines the execution with SME training. DG4 supporting materials are being built-out for use with the DG4 UAT.

Configurations/Data Conversions/Development

- One week before DG3B was going live, a DG3B college identified a problem with their legacy Student Financials data. They requested help from the Project team to correct these problems prior to conversion. It was decided that the problems would be corrected after go-live and this work continues.
- The planning of DG4 go-live may require multi-week data conversions. DG4 number of colleges will possibly require different conversion approach. The multi-step, multi-week implementation approach, which involves converting historical data, would 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.
- Project technical leads are currently challenged by a lack of detail ctcLink architectural information for the AWS environment. The Managed Services vendor, Burgundy, has not provided the current AWS Technical Architecture for the ctcLink production and project environments. QA is concerned that this needs to be addressed to prevent impact to the DG4 schedule as well as overall management of the environment.

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.
- The plan for DG4 includes an increase of remote Workshops for supporting colleges.
- PeopleSoft Role Security, a major issue for DG3 colleges, has been addressed and should be less of an issue for DG4 colleges. The project team, prior to DG3B go-live was 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. 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 DG5/DG6 colleges.
- Project Kickoff was held for DG5 college in late May.

ERP and IT Technical Support

- The Director of ctcLink PeopleSoft Customer Support has been making changes and improvements in the support processes, including internal and external communications, status reporting and priorities of support tickets. A 4-tier level structure is being now used to track ticket responsibility, customer priority, and status.
- Support tickets are starting to improve in quality, including both tickets generated from the colleges and the responses from Support staff.
- Customer Support is creating List-Servs for each PeopleSoft Pillar area in order to provide consistent communications.
- Security related tickets have been lower for the DG3B colleges. Most of these are related to changes in role assignments than an understanding of how security works.
- IT has hired some additional staff to the ctcLink support and technical areas.

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 has transitioned to ctcLink Project Customer Support and Application Services. **QA Update:** We now consider this recommendation closed.
- **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. Security documentation has been updated and will continue to be updated through the program to support both implementation as well as post go live for the colleges; we recommend for Moran to close out this recommendation. **QA Update:** We now consider this recommendation closed.
- **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 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 CampusCE 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:** Contracts were signed in May for OAA and CampusCE. **QA Update:** We now consider this recommendation closed.
- **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 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.
- **QA 0168 NEW Finding:** The ctcLink Project Technical team has expressed a valid need to understand at the most detail level the ctcLink technical architecture as it is being implemented and controlled by the Managed Services contractor, Burgundy.

Recommendation: QA recommends that the ctcLink Project Technical team lead responsible for Environments is provided view level access to the ctcLink environments as managed by Burgundy.

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.
- Development of a multi-college conversion plan for DG4 and beyond.
- Continued active engagement of colleges as they begin and continue preparations for future deployment go-lives. Strained budgets and remote work environments have increased this risk.
- 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.