



ctcLink Project Quality Assurance

Monthly Report – July 2020

Presented to:



**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

QA considers the ctcLink Project to be progressing very well. Project Management continues to proactively address concerns as they emerge and take corrective action. Lessons learned is an ongoing effort as the project continues to make changes aggressively as needed, rather than waiting for the next deployment group or other stage in the project.

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 continuing as a key factor in our assessment. QA has significant concern that the financial impact on the SBCTC colleges and agency could have a negative impact on continued success for future deployment groups.

With the deployment of DG3, the Support team has had challenges in reducing open ticket counts. QA is concerned that without the additional 13 positions in the plan being filled, DG4 will create too much work for the support organization to handle without additional involvement of the project staff, which would negatively impact the remaining deployment group schedules. QA feels it is critical to be able to fill these positions in a timely manner in order to have continued on-going success of the ctcLink Project.

PeopleSoft Role Security, a continued issue for DG3 colleges, has been addressed and should be less of an issue for DG4 colleges. 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. Security training workshops planned with DG4 colleges. QA expects DG4 colleges to be better equipped to effectively use PS role security at go-live. DG4 colleges will have more time to validate their role security during testing.

Gate 6 funding is being prepared by the ctcLink PMO for submittal to the State OCIO and State Office of Financial Management (OFM). Future QA reports will depict QA review status of deliverables needed to secure gate funding.

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 June 2020</u>	<u>Current Status July 2020</u>	<u>Overall Comments</u>
Overall	YELLOW	YELLOW	<p>The Overall Status remains YELLOW given the overlapping 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 continuing as a key factor in our assessment.</p> <p>All deployment groups are now engaged.</p> <p>DG4 (7 colleges) are now beginning to review data, participate in security training, and local configurations. DG4 is targeted to go-live in February 2021. Conversion workload requires dividing the colleges into A and B subgroup implementation schedules.</p> <p>DG5 (8 colleges) Global Design work continued. Business Process Fit Gap sessions (BPFG) start in August.</p> <p>DG6 (9 colleges), the final deployment group, is now in the Project Initiation Phase.</p>
SBCTC/ Governance	GREEN	GREEN	<p>Project Governance continues to function as intended. The ctcLink executive Leadership Committee and ctcLink Steering Committee held meetings in July to introduce new leadership and members. These meetings are documented.</p> <p>Summary status of the ctcLink Project was presented to the College Presidents at a July meeting.</p> <p>Major schedule changes and new or replacement functionality, budgets, progress, and key project issues are brought to the Governance structure for review and direction/decisions. Representatives of Commissions were added to the non-voting members of the Steering Committee.</p> <p>Gate 6 funding is being prepared by the ctcLink PMO for submittal to the State OCIO and State Office of Financial Management (OFM). Future QA reports will depict QA review status of deliverables needed to secure gate funding.</p>
Project Management	GREEN	GREEN	<p>The PMO and all Project support staff are continuing to work remotely. The ctcLink project 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. The PMO is planning for all future implementations to be remote.</p>

			<p>PMO is now focusing on DG4 workstreams and beginning support for DG5.</p> <p>DG4 College PMs are fully engaged with PMO staff.</p>
Phase Scope	YELLOW	GREEN	<p>Phase scope includes implementation of CampusCE, the new Online Admissions application (OAA) and Budget/Planning (BPCS). These replacement solutions are being planned and scheduled for ctcLink project delivery. CampusCE is college optional and several colleges are now working with the company to implement per the master contract. The project will fund initial implementation and develop the integration. OAA was initially planned for implementation for all deployed colleges when DG4 go-live. There are associated risks to the DG4 schedule that the Steering Committee will be briefed on. The Budget/Planning Cloud Solution is now included in program schedule and will be implemented in groups, starting with DG2 and DG3 colleges with a January 2021 target date.</p> <p>Given the scope decisions and progress made in scheduling, QA considers the Phase Scope Status as GREEN.</p>
Schedule Status	YELLOW	YELLOW	<p>The Project team is focused on DG4. Focus was on completing local configurations. Teams are actively engaged in preparations for Cycle #3 data conversion. A Sandbox environment with college data will be made available for the DG4 colleges to begin using in mid-September.</p> <p>There are critical factors that directly impact the DG4 schedule: 1) project schedule is compressed for key activities. This means that the project does not have any remaining float in the schedule; 2) Project resources are being used to augment Customer Support to reduce ticket backlog and 3) Some of the DG4 colleges (Seattle, Centralia, Highline) are currently self-reporting their status as YELLOW. For these reasons, the Schedule Status remains YELLOW for DG4.</p> <p>The DG4 detailed schedule continues to be reviewed with the DG4 College PMs. The implementation go-live schedule for DG4 has been slightly changed due to payroll dates for the colleges and the size/timing of very large data conversion requirements.</p> <p>DG4A (4 colleges - Feb 8, 2021) and DG4B (Seattle colleges- Feb 22, 2021) preliminary schedule change was presented to and approved by the ctcLink Steering Committee at the June 30th meeting.</p> <p>DG5 Colleges will be starting the Business Process Fit Gaps (BPFGs) sessions in mid-August. The Schedule Baseline schedule for DG5 is published and available.</p>
Training	GREEN	GREEN	<p>The QA team continues to include Training as a key</p>

			<p>area of the ctcLink Project.</p> <p>The Covid-19 impact on the colleges elevates 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>Security Training is now underway with DG4 colleges.</p> <p>DG4 training has been restructured to support the UAT approach. The UAT testers to be assigned by the colleges will be required to take pre-requisite training courses in order to actively participate in their UAT.</p> <p>The training team was very active in supporting daily Web-Ex sessions for the deployed colleges with their year-end processing.</p>
Testing	GREEN	GREEN	<p>College testing is a key factor in determining their overall readiness. QA remains concerned that college resources are being challenged by Covid-19 operational impacts, furloughs, and staff reductions. Pillar teams are working functional testing and getting prepped for Integration and SIT testing. PMO continues making improvements in approach to SIT testing for DG4. SIT Testing starts in mid-August.</p> <p>PS 8.5.7 has been regression tested in all Project Environments.</p> <p>DG4 UAT approach has been revised to provide more training and support for college UAT participating personnel. DG4 UAT is scheduled to start in October.</p>
ctcLink Technical Environment	GREEN	GREEN	<p>The ctcLink Technical Environment is a project work stream that includes data conversions, project environments, and applications. Project technical team has been supporting the DG4 Data Cycle #2 and is now focused on Data Cycle #3 preparations.</p> <p>The enhancements to Faculty Workload have been developed and will be released to production.</p> <p>The PeopleTools Update 8.5.7 is now available for Project use and meets the schedule for DG4 testing.</p>
Organizational Change Management (OCM)	GREEN	GREEN	<p>Deployed colleges have an understanding of OCM challenges and are now adjusting to operating during Covid-19. All Community and Technical Colleges are facing significant budget cuts and continued Covid-19 impacts that will make OCM more challenging, requiring further adjustments in business operations.</p> <p>QA remains concerned that business transformation projects like ctcLink are under-estimated and understaffed by college executives. This ongoing concern began before Covid-19 happened.</p> <p>QA currently considers the OCM area as GREEN. QA recognizes this could change in the months ahead</p>

			as colleges and the Project make critical adjustments.
Project Staffing	GREEN	GREEN	<p>No significant project staffing concerns at this time. Additional project staffing (supplemental consultants or new employees) are being made for the Project. Six positions are Open on the project and 5 have been posted. Positions enable staff to work remote. The contractor SOWs have been extended to keep consultants on the project.</p> <p>SBCTC project staff are concerned about the potential for staff reductions based on SBCTC response to State financial pressures. PMO is reassuring the project team that their positions are funded.</p> <p>Given Covid-19 and the remote work environment, the project morale remains good. 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>
Customer Support	YELLOW	YELLOW	<p>The Customer Support organization has now been operational since February. With 10 colleges operational, there has been a continuing climb in Pillar ticket volumes which is concerning to both QA and IT leadership. This is being addressed; however, it directly impacts the Project as functional analysts are needed to assist Customer Support with the more difficult and priority tickets.</p> <p>The Customer Support Director has prepared a Summary Monthly Report for July that includes Task Timelines, Accomplishments, Current Activities, Risks, and Issues. This was a QA recommendation.</p> <p>Customer Support will be adding 10 additional staff, starting the recruitment process in early August. It's important that these positions are staffed with sufficient lead time so that they can be effective when DG4 goes live.</p>
Application Services/ Technical	NEW	NEW	<p>The IT Application Services/Technical team that supports ctcLink continues installing Peoplesoft updates (PUMs) and PeopleTools 8.5.7 with a target production date of late August. 3 additional technical staff will also be hired for this team starting in August.</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.
- 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

- 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 and a number of Statements of Work (SOWs) are signed with the vendor. Schedule for implementing CampusCE is being planned. The project will fund initial implementation and integration work. A place holder in the DG4 schedule has been added to the baseline schedule. It will be updated once the work plans/schedule 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 incorporated into the DG4 schedule. All DG4 and deployed colleges will be implemented with the DG4 go-live. A place holder in the DG4 schedule has been added to the baseline. It will be updated once the plans are finalized and detailed work activities are coordinated with Kastech, the vendor. Discussions being held with Governance regarding OOA launch timing per DGs. Since the solution is in development state, there are associated scheduling and testing risks to the DG4 implementation date. These risks will be presented to the Steering Committee at the August 11th scheduled meeting.
 - **Planning and Budgeting Tool** – The contract for this solution is signed and a finalized and approved SOW is agreed to with Mythics. Timeline and baseline project planning is complete. Project is working with the SBCTC team on global configuration. Kick off sessions with DG2/DG3 colleges planned.
 - **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. Project now has Update 8.5.7 installed for all the environments required. Latest target date for production implementation is late 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

in order 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 project 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.
- **PeopleSoft Talent Acquisition Module (TAM)**- The Governance Working Group recommended to the ctcLink Steering Committee that colleges choosing to adopt TAM must fully configure, test, deploy and use the Talent Acquisition Management (TAM) module at Go-Live. The DG4 colleges wishing to opt out of implementing TAM at go-live will notify the ctcLink PMO of their decision by Oct. 1, 2020.
- **Sexual Orientation and Gender Identity (SOGI)**- The functionality that allows students to provide Sexual Orientation and Gender Identity (SOGI) information is now available in ctcLink Campus Solutions. Students will be able to add or modify this information through a new *Personal Details* page under the *Profile* section on their ctcLink Student Homepage. Authorized staff will be able to add or update this data for students on the *Add/Update a Person* page. The request for enhancements to ctcLink to provide this functionality was developed by the Data Governance Committee and approved by the ctcLink Working Group.

Schedule

- DG4 Status
 - 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 DG4 detail implementation schedule was modified and changes in schedule were approved by the ctcLink Steering Committee. DG4A consists of Centralia, Edmonds, Highline and Wenatchee. This go-live is scheduled for February 8, 2021. The remaining Seattle District colleges are scheduled for February 22, 2021.
 - Project focus in July was DG4 Data Conversion Cycle #3 preparations, Security Training Workshops, Local Configurations per college, and Functional unit testing. Data validation by DG4 colleges of Cycle #3 data is August.
 - The Business Process Fit Gap sessions with DG4 colleges were completed in July.
 - Weekly scheduling meetings are being held remotely with the DG4 College PMs.
 - The ctcLink project team continues 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.

- The following DG4 College PMs are self-reporting their status as YELLOW based on the July 31st ctcLink Project Status Report: Seattle Colleges, Highline, Centralia. The major issues impacting all colleges in addition to specific work tasks involves resources and budgets.
- Other Deployment Groups Status
 - All colleges are now routinely reporting status.
 - DG5 is schedule is now very active. The Global Design Adoption (GDA) work activity which are self-paced Canvas courses supported remotely by the Project was happening in July. The Business Process Fit Gaps workshops are planned to start in August. The DG5 baseline schedule has been provided to the included college PMs; however, it is viewed realistically as a 6 month workplan at this time. DG4 remains the priority deployment group.
 - DG6 colleges are in the Initiation phase at this time.

Training

- Customer Support Director is continuing work to define training scope, work assignments, activity durations, and dependencies.
- Training is responsible for Tier 2 Support in the ctcLink Customer Support structure. Team continues to be heavily engaged in production support for deployed colleges.
- Training Staff is working with Customer Support functional analysts to hold Friday Workshops, WebEx trainings and triage tickets.

Testing

- The Project Test coordinators are involved with all areas of testing.
- The Testing processes are being 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 is currently underway. SIT testing scheduled to start August 10th.
- A Project resource is 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 approach is being improved for the DG4 colleges based on changes made for DG3B.
- 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.
- DG4 college personnel assigned to UAT will have to take the prerequisite training courses prior to their participation in the UAT work.

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 continued and was completed in July.
- The planning of DG4 go-live required a split of DG4 into DG4A and DG4B deployment dates. The proposed schedule change was reviewed and approved by the ctcLink Steering Committee on June 30th.

- Team supported DG4 Cycle 2 Conversions. Team now focused on preparing Cycle 3 Conversions.

Organizational Change Management

- The 10 deployed colleges are understanding of the OCM challenges. This is being severely challenged by the Covid-19 and remote staff of college administrations. Now there is pressure at the college level to furlough and or/reduce administrative staff.
- PeopleSoft Role Security, a continued issue for DG3 colleges, has been addressed and should be less of an issue for DG4 colleges. 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. Security training workshops planned with DG4 colleges. QA expects DG4 colleges to be better equipped to effectively use PS role security at go-live.
- GP Strategies is developing an effective “boot-camp” 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.
- Providing guidance, leading discussions during weekly PM meetings.
- Regular, individual, check-in meetings with each DG4 PM.

ctcLink Customer Support and IT Applications Services/Technical Support

- Accomplishments reported by Customer Support includes:
 - Initiated User Acceptance Testing/training and implementation of Sub Plans with the PeopleSoft live colleges.
 - Customer Support Finance staff worked with SBCTC Operations and the PS live colleges to effectively close out the fiscal year.
 - All DG3 colleges and Clark were able to disburse Financial Aid to students, with it being their first academic year without dual processing.
 - In coordination with CS and HCM, Carmen McKenzie implemented changes to the system for students and staff around sexual orientation and gender identity (SOGI).
- Support tickets volumes were rising for the 10 deployed colleges and SBCTC. This considers to be an ongoing QA concern since it was expected that the support needs would reduce somewhat after 2 months since DG3B went live.

Recommendations

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

- 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:** Training team is evaluating which training courses need to be updated from DG3 & DG4 feedback.

- 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 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 Director, Customer Support prepared a Summary Status Report for July 2020.

- 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 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. **Latest Update:** The ctcLink Technical Lead will work with SBCTC IT App Services Director to establish appropriate access to the ctcLink project environments for project success.

- **QA 0169 Finding:** The DG4 schedule is now compressed and zero float exists. Schedule compression is always considered a risk area by QA.

Recommendation: QA recommends that the specific areas directly impacted by schedule compression are highlighted in the status report, and mitigation plans are shared with the ctcLink Project Steering Committee. **Latest Update:** We have float around holiday periods in 2020 for the DG4 schedule. We have completed the major overlap of BPF, Homework, and Cycle 2 Data Validation activities for DG4. At this time, the project has minimized any activities in the critical path. We will evaluate this recommendation and can utilize the critical path for this discussion in the Steering Committee.

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

The PMO and the SBCTC IT organization 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.