



ctcLink Project Quality Assurance

Monthly Report - August 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

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.

Due to size and complexity of the DG4 colleges, it has been determined that there will need to be two separate go-lives for this deployment group. DG4A (4 colleges – Feb 8, 2021) and DG4B (Seattle colleges- Feb 22, 2021) have target implementation dates that were approved by the Steering Committee.

As noted in previous QA reports, with the deployment of DG3, the Support team has had challenges in reducing open ticket counts. They have taken what WA considers to be two major actions in the past month. First, Customer Support is planning to add 9 staff. Positions were being posted in August. It's important that these positions are staffed with sufficient lead time so that they can be effective when DG4 goes live. Second, a senior individual from the PMO is currently transitioning to work as the Triage Manager for Customer Support. Position will ensure priority tickets are being addressed by working closely with colleges.

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 July 2020</u>	<u>Current Status August 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) were underway 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 Steering Committee held meetings in August. These meetings are documented.</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.</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). QA reports now include the 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 and 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 is now focusing on DG4 workstreams and beginning active support for DG5.</p> <p>DG4 College PMs are fully engaged with PMO staff. PMO is additional support to DG5 PMs as well.</p> <p>PMO is finalizing Lessons Learned from DG3 and will be presenting these to the Steering Committee in September.</p>

<p>Phase Scope</p>	<p>GREEN</p>	<p>GREEN</p>	<p>Given the scope decisions and progress made in scheduling, QA considers the Phase Scope Status as GREEN. 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. PMO is working to minimize risk to fit these into the overall schedule.</p>
<p>Schedule Status</p>	<p>YELLOW</p>	<p>YELLOW</p>	<p>The Schedule Status remains YELLOW for DG4.</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) The majority of DG4 colleges (Seattle, Centralia, Edmonds, Highline) are currently self-reporting their status as YELLOW.</p> <p>DG4A (4 colleges – Feb 8, 2021) and DG4B (Seattle colleges- Feb 22, 2021) have target implementation dates that were approved by the Steering Committee. Some DG4 elements are now in production, including course catalogs. Focus is on completing local configurations. Teams are actively supporting DG4 colleges with data validation of Cycle #3 data conversion. A Sandbox environment with college data has been made available for the DG4 colleges to begin using for purposes of security mapping and training.</p> <p>DG5 Colleges have started their Business Process Fit Gaps (BPFGs) sessions. The baseline schedule for DG5 is published and available.</p>
<p>Training</p>	<p>GREEN</p>	<p>GREEN</p>	<p>The QA team continues to include Training as a key area of the ctcLink Project.</p> <p>The ctcLink project has been working towards remote delivery of ctcLink courses.</p> <p>Security Training by the Project is underway with DG4 colleges. Role security training and supporting materials are formalized, extensive, considered as high quality. Training series located in ctcLink Reference Center.</p> <p>The 5 weeks schedule of self-paced basic PS functionality training started in August. This training utilizes Canvas software.</p> <p>DG4 training has been restructured to support the UAT approach. The UAT testers to be assigned by the colleges are required to take the pre-requisite Canvas training courses in order to actively participate in their UAT.</p>

			<p>End-User Training is a 3-phase plan for DG4. Phase 1 consists of UAT walk-through sessions, scheduled for October 12th to 20th. Phase 2 scheduled for November 2nd to 20th involves key concepts and pain points that will be instructor lead. Phase 3 scheduled for November 30th to December 18th is instructor lead.</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. DG4 SIT Testing started in mid-August. DG4 UAT approach has been revised to provide more training and support for college UAT participating personnel. The DG4 UAT Sprints are 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 supported the Data Cycle #3 conversion in August and is now preparing Cycle #4. Some new requirements will be included in the conversions.</p> <p>Technical team is currently working with vendor to plan the performance load testing in advance of DG4 implementation.</p> <p>The enhancements to Faculty Workload have been developed and 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>The PMO has prepared OCM materials to enable each college to develop a “Security Management Plan” with assistance from the project team.</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. Morale is okay at this time and DG4 colleges are engaged. QA recognizes this could change in the months ahead as colleges and the Project make critical adjustments.</p>
Project Staffing	GREEN	GREEN	<p>QA currently considers Project Staffing as GREEN. There are no significant project staffing concerns at this time, even with the remote basis of the project.</p>

			<p>SBCTC project staff are concerned about the potential for staff reductions based on SBCTC response to State financial pressures. PMO has reassured the project team that their positions are funded.</p> <p>Given Covid-19 and the remote work environment, the project morale remains good. Project staff are increasingly concerned about overlap of DG schedules and their time constraints.</p> <p>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>
<p>Customer Support</p>	<p>YELLOW</p>	<p>YELLOW</p>	<p>QA team considers the Customer Support area as YELLOW at this time., due to ticket volumes and requirement for additional staff to meet DG4 expected workloads.</p> <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 higher priority tickets.</p> <p>A senior individual from the PMO is currently transitioning to work as the Triage Manager for Customer Support. Position will ensure priority tickets are being addressed by working closely with colleges.</p> <p>Customer Support is planning to add 9 staff. Positions were being posted in August. It's important that these positions are staffed with sufficient lead time so that they can be effective when DG4 goes live. Status of Customer Support is being presented to the Steering Committee at the September 8th meeting as a major update.</p>
<p>Application Services / Technical</p>	<p>NEW</p>	<p>YELLOW</p>	<p>QA team considers the Application Services / Technical area as YELLOW at this time, due to apparent lack of published work plans and requirement for additional staff to meet DG4 expected workloads.</p> <p>The IT Application Services/Technical team that supports ctcLink continued installing Peoplesoft updates (PUMs) and PeopleTools 8.5.7 with a target production date of August 29th.</p> <p>Technical staff size will be 8, once 3 additional technical staff will be hired for this team. Contract for supplemental staff also exists.</p> <p>SBCTC IT is acquiring a new software product (Sentinel) specific for PeopleSoft ERP that is intended</p>

			to improve user management, auditing, and reporting. QA was assured by IT that this product will not impact the DG4 implementation.
Data Services	NEW	NEW	QA team considers Data Services as an important and an under-reported area. Besides providing Centralized Data services to SBCTC, it has been at the forefront of working with the deployed colleges, providing training for PS Queries and supporting additional custom and standard ctcLink reports.

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. Governance meetings ongoing and decisions being made as appropriate.

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 begins re-opening 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.
- PMO working on developing a mini-PM summit for DG5 and DG6 Project Managers, many of are new to the ctcLink project, and are new to college administrative requirements and student systems.
- PMO is currently filling 6 Open Positions. Positions will consider remote staffing.

Phase Scope

- There are a number of other in-scope items which will be implemented in future (most likely after 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. Several colleges have begun working with CampusCE to implement per the master contract. SOWs are signed and posted in Reference library. Currently working with vendor on ctcLink Integration schedule.
 - **Online Admissions** - Project, Support, IT staff and the original OAA Working Group have been meeting with Kastech, the vendor, to determine global and local requirements included in the new OAA solution. Discussions underway with ctcLink Governance regarding OAA launch timing with the DG schedule. Since the solution is in development state, there are associated scheduling and testing risks to the DG4 implementation date. These risks were presented to the Steering Committee at the August 11th scheduled meeting. Based on risks to DG4, the decision was made to implement OOA with DG5.
 - **Planning and Budgeting Tool** – The contract for this solution is finalized and approved. SOW is agreed to with Mythics. Project is working with the SBCTC team on global configuration. Implementation planning meetings are underway with DG2 and 3 colleges. The first PBCS go-live is scheduled for January 2021 (for DG2 and DG3 colleges).
 - **Accessibility** – SBCTC IT Division upgraded the production system to PeopleSoft PeopleTools 8.5.7. at the end of August. 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.
 - **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.

Schedule

- DG4 Status
 - Team is getting ready to support DG4 UAT and End-User Training. DG4 UAT will be using Cycle #4 data in a real-life scenario.
 - Weekly scheduling meetings are continuing with the DG4 College PMs.
 - DG4 Course catalogs are now in Production. September 8th, the setup of DG4 terms will be live in production. These are pre-requisites for final DG4 go-live.
 - OAA will not be ready in time for DG4.
 - 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 majority of DG4 College PMs are self-reporting their status as YELLOW based on the August 14th ctcLink Project Status Report: Seattle Colleges, Highline, Centralia, and Edmonds. The major issues impacting all colleges in addition to specific work tasks involves resources and budgets. Pace of scheduled project tasks (UAT and Training) at the colleges in picking up and starting to stress PMs and college staffs. Lack of float is a concern.
- 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 continued into

August. The Business Process Fit Gaps workshops started in August and extend into November. DG4 remains the priority deployment group. DG5 College PMS are self-reporting their status as GREEN.

- DG5 Implementation date is October 2021. Specific dates TBD.
- 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.
- The ctcLink Project is currently funding the Training team.
- Month-end and Year-end training playbooks are being developed. This has been a QA recommendation.
- Continued work to update and refine Canvas courses (SEVIS, Refunds, Waivers, Reversing Group Posting, PUM 35).
- Training staff 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.
- Trainers are being aligned to go with the UAT workshops.

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. SIT testing started August 10th and continues into September.
- Team getting ready to begin Payroll Parallel testing in September.
- 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. Testing of the Security will be included with the UATs.
- 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. Participants must achieve a 80%+ score. Canvas courses are scheduled to complete on September 18th.

Configurations/Data Conversions/Development

- Legacy to PS Conversion Data Validation Guides have been developed and are now in the Reference Center to assist colleges.
- Legacy Data Cleanup is being assisted to the colleges with PMO support.

Organizational Change Management

- GP Strategies presented “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. Boot camp as delivered by consultant was not as expected and training team will be taking on this responsibility.

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.
 - 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, Data Services implemented changes to the system for students and staff around sexual orientation and gender identity (SOGI).
- Change Management Board will be reviewing and prioritizing 3-5 tickets per week that are enhancements but are really requested fixes.
- PeopleTools 8.5.7 will improve certain aspects of accessibility; however, this upgrade will not solve everything. SBCTC will continue working on this issue.

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 is providing workshops in regards to month end and year end close. Additionally, the Customer Support FIN functional team does weekly workshops with the colleges on closing. Student Financials recently also released a month end playbook to the colleges.

- 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:** We will be incorporating a College Relations Triage Manager into Customer Support, to allow us to better manage and have oversight of ticket queues, including Quality Assurance.

- 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:** Support is now providing a monthly status report; including support and training information. The first Support Status report was for July 2020. **QA Update:** QA now considers this item 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.

- 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.

- **NEW QA 0170 Finding:** The Status Report for ctcLink Customer Support is a good start for reporting activity of this operational unit. However, there are no statistics that indicate trending and prioritization of critical tickets

Recommendation: As more colleges continue to become implemented with PS, QA would expect this information to be routinely included in the Customer Support status report. The statistics should be pillar specific, showing open and closed tickets since last report, and list top 5 open tickets that are currently the highest priority.

- **NEW QA 0171 Finding:** The ctcLink Application Services/Technical Support organization is expanding and taking on additional PS critical responsibilities. There is no routinely reported status of the current workload, schedules, and progress.

Recommendation: QA recommends that a monthly status report is prepared for ctcLink Application Services/Technical Support and distributed to the deployed colleges and to the Steering Committee that shows workload status, schedule, priorities, staffing concerns, and completed activities.

Gate 5 Deliverable Review

As part of the September report, QA will review and provide feedback on the completed Gate 5 deliverables.

Gate 5 Deliverables / Description	Artifact	ctcLink Status	QA Moran Review/Feedback
DG3 - Updated User Acceptance Test Results	Document	Completed 4/17/2020	
DG3 - Go/No Go Readiness Assessment	Document	Completed 2/18/2020	
DG3 - Go-Live Milestone Sign-off Acceptance	Document	Completed 3/8/2020	
DG3 - Lessons Learned Activity	Document	Sessions with colleges and team completed; report pending 8/15/2020	
DG4 - Business Process Fit/Gap Homework Complete	Document	Completed 7/31/2020	
DG4 - Updated Deployment Group Local Configuration Guides	Document	In Progress 9/28/2020	
DG5 - Master Project Plan (Baseline #1)	Document	Completed 5/28/2020	
DG5 - Global Design Review Participation and Adoption Sign-off	Document	Completed 7/31/2020 (Moved up from Gate #6)	

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.