



ctcLink Project Quality Assurance

Monthly Report – September 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 remains confident in the ability of the ctcLink Project to deliver according to the project schedule. 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.

As noted in previous QA reports, with the deployment of DG3, the Support team has had challenges in reducing open ticket counts. Customer Support had posted positions in late August to increase staffing. Progress in recruiting has been positive. 4 support analysts have been hired for Campus Solutions and are expected to start in October. The ability to work remotely seems to have had a positive impact on the pool of applicants. And, as discussed last month, the senior individual from the PMO transitioned to work as the Triage Manager for Customer Support. Position will ensure priority tickets are being addressed by working closely with colleges.

Morale remains okay at this time. Project staff are concerned with the timeline and amount of work that needs to be completed but QA considers this to be normal for a project of this size and complexity. The development of the repeatable processes that are now in place help to alleviate these concerns. However, each deployment group is different in the manner in which they want to work and have interaction. This can take time for the project staff to work through and everyone to come to a common understanding. QA expects this to continue through each of the remaining deployment groups.

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 August 2020</u>	<u>Current Status September 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/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 heavily engaged with getting prepared to go-live in February.</p> <p>DG5 (8 colleges) are finishing the Business Process Fit Gap sessions (BPFG).</p> <p>DG6 (9 colleges) have implementation kickoff scheduled for mid-October.</p>
SBCTC/ Governance	GREEN	GREEN	<p>Project Governance continues to function as intended. The ctcLink Steering Committee held meetings in September. 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 submitted 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 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 finalized Lessons Learned from DG3 and presented these to the Steering Committee in September.</p>
Phase Scope	GREEN	GREEN	<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</p>

			<p>scheduled for ctcLink project delivery. PMO is working to minimize risk to fit these into the overall current schedule.</p> <p>Planning is beginning for post-DG6 projects/scopes not included in the current approved ctcLink scope.</p>
Schedule Status	YELLOW	YELLOW	<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) continue to self-report their status as YELLOW.</p> <p>Additional DG4 data elements are now live in ctcLink production, including EMPL/IDs. Teams are actively supporting DG4 colleges with data validation, prepping for Cycle #4 data conversions, completing SIT testing and readying the UAT.</p> <p>DG5 Colleges will be completing their Business Process Fit Gaps (BPFGs) sessions in early October. The DG6 kickoff begins in October and project workstreams will overlap with DG4/DG5.</p>
Training	GREEN	GREEN	<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, and considered as high quality. Training series are located in ctcLink Reference Center.</p> <p>DG4 training has been restructured to support the UAT approach. The UAT testers to be assigned by the colleges have been taking 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.</p> <p>DG4 Systems Integration Testing (SIT) was underway in September by Project staff. The DG4 User</p>

			Acceptance Testing (UAT) Sprints remain are scheduled to start in mid- October.
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 is now preparing Cycle #4. Some new requirements were included in the conversions.</p> <p>Technical team is currently working with vendor to plan the performance load testing in advance of DG4 implementation. This work is underway.</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. Morale remains okay at this time. The DG4 Go-live is now 5 months from happening and DG4 colleges are actively engaged with their staffs.</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>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, Project and Customer Support teams continue to work well in the remote environment and remain focused. Both Project and Customer Support have been successful in hiring staff now that personnel can work remotely.</p>
Customer Support	YELLOW	YELLOW	<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 for over 8 months. 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>PMO transitioned a member of their team to work as the Triage Manager for Customer Support. The</p>

			<p>position addresses priority support tickets by working closely with colleges.</p> <p>Customer Support is planning to add 9-10 staff. It's important that these positions are staffed with sufficient lead time so that they can be effective when DG4 goes live. Progress in recruiting has been positive. 4 support analysts hired for Campus Solutions and are expected to start in October.</p> <p>Customer Support status will be again presented to Steering Committee at the October 6th meeting as a major update.</p>
ctcLink Production Services	YELLOW	YELLOW	<p>QA team considers the ctcLink Production Services as YELLOW at this time, due to their workload and requirement for additional staff to meet DG4 expected workloads.</p> <p>Production Support status to be presented to the Steering Committee at the October 6th meeting as a major update.</p> <p>Technical staff size will be 8, once 3 additional technical staff will be hired for this team. Technical staff will need to expand further with the addition of DG5/DG6 colleges going live over the next 18 months. Contract for supplemental staff also exists.</p>
Data Services	GREEN	GREEN	<p>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.</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. 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 is 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. Good progress on filling positions with qualified personnel.
- SBCTC has started addressing overall support staffing needs for post-DG6 expected workloads. QA believes there is probably a 12 to 14 month window to begin building and training staff. Some personnel from the project and from legacy teams are expected to transition to the future support organizations.
- QA is concerned that the Project will be able to retain critical staff until DG6 implementation is completed and successfully transitioned to the support organizations.

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 are working with CampusCE vendor to implement per the master contract. Project team currently working with Vendor for prototype of business process alignment with CampusCE and ctcLink. Will be holding hold a session with CE leaders in October to review prototype and integration schedule. UAT is scheduled for December and deployment is scheduled for December/January 2021.
 - **Online Admissions** – Good progress being made. The design work is completed with the exception of International Template. Vendor testing and Systems Integration Testing (SIT) is scheduled for October. DG2/DG3 User Acceptance Testing Sprints are scheduled for November and December. OAA will be deployed to ctcLink Live colleges in the timeframe.
 - **Planning and Budgeting Tool** – Good progress being made. The contract for this solution is finalized and approved. Design work is complete. Project is working with the SBCTC team on global configuration. DG2/DG3 UAT is scheduled for December and DG2/DG3 implementation targeted for January 2021.
 - **Accessibility** – SBCTC IT Division has upgraded the production system 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.
- **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 has defined Guided Pathways work as “out of scope.” This will be communicated to all colleges and will be addressed in future projects post-DG6.
 - **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. Team is waiting on opt out/in decisions from Seattle and Wenatchee colleges.
 - **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
 - From a project perspective, the DG4 schedule is considered solid and areas of concern have been mitigated.
 - Project 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 Empl/IDs are now going into Production. This is pre-requisite for final DG4 go-live.
 - OAA will not be ready in time for DG4. OAA will be implemented with DG2/DG3 colleges.
 - 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 September 25th 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.

- DG5/DG6 Deployment Groups Status
 - All colleges are now routinely reporting status. DG4 remains the priority deployment group.
 - DG5 is schedule is now very active. The Business Process Fit Gaps workshops started in August and extend into November. DG5 College PMs are self-reporting their status as GREEN.
 - DG5 Data Conversion Cycle #1 is being readied.
 - DG5 Implementation date is October 2021. Specific dates TBD.
 - DG6 colleges will have a mid-October kickoff and begin the Global Design Adoption (GDA) phase which are self-paced Canvas courses supported remotely by the Project.
 - DG6 PM meetings will be held bi-weekly starting in October.

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 performed by the ctcLink Project team is mostly completed.
- Team loaded the first Payroll Parallel testing in September and now reviewing data with DG4 colleges. A 2nd Payroll parallel is scheduled with DG4 college staffs running their test payrolls.
- 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. Parallel testing to include multiple payrolls, Student Financials, and dual Financial Aid testing. A 2nd parallel test for Student Financials is planned before go-live.
- The PMO has improved the UAT Sprints for use with DG4. The number of Sprints has been reduced to 2; and combines the execution with SME training. DG4 supporting materials have been built-out for use with the DG4 UAT.

- DG4 college personnel assigned to UAT are taking the prerequisite training courses prior to their participation in the UAT work. Participants must achieve a 80%+ score. DG4 Colleges are reporting that their staffs are completing the courses in prep for UAT.
- SIT and UAT is planned for DG2/DG3 colleges to cover CampusCE, Online Admissions, and Budgeting. These solutions will be deployed the DG2/DG3 colleges prior to the February DG4 go-live implementations.

Configurations/Data Conversions/Development

- DG4 cycle 4 conversion starts October 1st.
- 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. Legacy team is running quarterly data extracts for the non-deployed colleges to give them advance opportunity to review and correct data problems.
- DG4 colleges now have production data going into Data Link.
- Currently loading “security configs for the DG4 colleges from their college security workbooks.
- Phase 2 Load testing is underway.

Organizational Change Management

- Completed meeting with all DG5 PMs to offer guidance and assistance as they start BPFPG.
- Planning underway for mini PM Summit for DG5 and DG6 PMs.
- 6 project staff successfully earned their PROSCI certification in ADKAR Change Management.
- Edmonds College has decided that they will be handling their payroll processes internally at DG4 go-live. This is a change from legacy where Bellevue College did the payroll for Edmonds and a couple of other colleges.
- College PMs are beginning to network with each other which will be beneficial in the long term for the ctcLink. Example is collective support for enhancement requests before these are submitted to governance.
- Commissions and Councils are now becoming more integrated into the overall communications structure for ctcLink. This is an evolving aspect and will become more critical to the future governance approach in post DG6.

ctcLink Customer Support and ctcLink Production Support

- Accomplishments reported by Customer Support includes:
 - Implemented Sub Plans with the PeopleSoft live colleges
 - Added OFM interface updates
 - Deployed Special Stat Calculations in Campus Solutions Core
 - Finance staff in Customer Support is working with testing and technical team to prepare for FSCM Image 37
- Change Management Board reviewing and prioritizing 3-5 tickets per week that are enhancements but are really requested fixes. Project pillars have been waiting for functionality enhancements to be tested and implemented into production by Support.
- Enhancement requests are taken to the Working Group (Tier 3 – Governance) for review and decisions.
- The PeopleTools 8.5.7 upgrade is now operational. It has improved certain aspects of accessibility; however, this Oracle upgrade has not solved everything. SBCTC expects to 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:** Finance Functional team is working to create additional training content for month and year end closing.

- 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:** Customer Support is working to identify and implement standard operating procedures to ensure a higher level of Quality Control.

- 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.

- **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. **Latest Update:** Customer Support Director will include ticket activity statistics in next status report.
- **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. **Latest Update:** Application Services Director will consider this as part of their reporting to include recommended features.
- **NEW QA 0172 Finding:** The PS environment and production maintenance schedules have been problematic for the deployed colleges.
Recommendation: QA recommends that the PS production maintenance schedules be routinely reviewed with the deployed colleges and with the Project team to minimize conflicts. Also alerts need to be sent to the appropriate staff at the deployed colleges in advance of non-scheduled maintenance.

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	Reviewed - All 4 sprints were completed to 100% for DG3B, which was a first! DG3A was slightly over 90%. Emailed data to participant colleges showing regular progress.
DG3 - Go/No Go Readiness Assessment	Document	Completed 2/18/2020	Reviewed - DG2 was done in a spreadsheet that needed to be passed around. For DG3, Readiness Assessment was done in a Google Sheet that was completed online interactively.
DG3 - Go-Live Milestone Sign-off Acceptance	Document	Completed 3/8/2020	Reviewed - Sign-offs embedded into the PowerPoint presented to Steering Committee during decision process.
DG3 - Lessons Learned Activity	Document	Sessions with colleges and team completed; report pending 8/15/2020	Reviewed - Detailed information was provided to QA as well as being reviewed in the Steering Committee. Tremendous amount of data collected and synthesized.
DG4 - Business Process Fit/Gap Homework Complete	Document	Completed 7/31/2020	Reviewed - BPFG homework is completed in Canvas with some supporting work done outside.
DG4 - Updated Deployment Group Local Configuration Guides	Document	Completed 9/28/2020	Reviewed - For DG3 and beyond, the Project has moved all these guides in to the ctcLink reference center. These are living and breathing documents that the colleges can download. The guides will be updated with minor changes on an as needed basis for each deployment group.
DG5 - Master Project Plan (Baseline #1)	Document	Completed 5/28/2020	Reviewed - CDR has the baselined schedule.
DG5 - Global Design Review Participation and Adoption Sign-off	Document	Completed 7/31/2020 (Moved up from Gate #6)	Reviewed - GDA course grades are pulled weekly and reports are available for the colleges as well as an email being sent to them from the project. More proactive to make sure staff is prepared for BPFG.

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.

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.