



ctcLink Project Quality Assurance

Monthly Report – October 2020

Presented to:



**COMMUNITY AND
TECHNICAL COLLEGES**

Washington State Board

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

By:



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Cover Letter

MTC is conducting regular quality assurance reviews of the Washington State Board for Community and Technical Colleges' ctcLink Initiative. The ctcLink project will provide the foundation for the next generation of services to students, faculty, and staff in an environment that enables them to self-manage their data and experiences. It will leverage and enhance the inherent efficiencies of the 34 college system through the implementation of a single, centrally provided system of online student and administrative functions. This report is intended to provide an independent, periodic assessment of the key components of the major project initiatives. This report is based on in-person and phone interviews with key project personnel and our review of documentation uploaded by the various teams to the SharePoint sites as well as any critical items that we may need to follow up on based on the previous assessments.

If you have any questions about the content of this report, please feel free to contact me at the email address or phone number provided below.

Sincerely,



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Executive Summary

The 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.

QA remains confident in the ability of the ctcLink Project to deliver according to the project schedule. While the project team is doing all the right things to mitigate risk with Deployment Group 4, the schedule status remains YELLOW due to the many critical factors that continue to directly impact the DG4 schedule: 1) project schedule is compressed for key activities; 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.

Test activities related to DG4 have been progressing well. DG4 Systems Integration Testing (SIT) is completed. The DG4 User Acceptance Testing (UAT) Sprint #1 has started. The first payroll parallel testing has completed and a second parallel processing test for payroll is being planned. Parallel testing of Financial Aid and Student Financials is also being planned.

All deployment groups are now engaged. DG4 (7 colleges) continue to be heavily engaged with getting prepared to go-live in February. DG5 (8 colleges) are finishing the Business Process Fit Gap sessions (BPFG). DG6 (9 colleges) held their implementation kickoff in October.

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 and progress in recruiting has been positive. CS support team has hired 9 additional staff and have 2 remaining open positions. Getting these new staff up to speed quickly is important for the success of future deployments.

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 September 2020</u>	<u>Current Status October 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) continue to be 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) held their implementation kickoff in October.</p>
SBCTC/ Governance	GREEN	GREEN	<p>Project Governance continues to function as intended. The ctcLink Steering Committee and the Executive Leadership Committee (cELC) held meetings in October. Meetings were held remotely and 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 pending by the State OCIO and State Office of Financial Management (OFM).</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 focus on preparation for the February DG4 go-live implementations. PMO is managing the project teams providing support for DG5 and DG6.</p> <p>DG4 College PMs are fully engaged with PMO staff. PMO is providing additional support to DG5 PMs as well.</p>
Phase Scope	GREEN	GREEN	<p>QA considers the Phase Scope as GREEN. Approved Phase scope includes implementation of CampusCE, the new Online Admissions application (OAA) and Budget/Planning (BPCS). PMO is working to minimize risk to fit these into the overall current schedule.</p> <p>ctcLink approved scope is now set and additional</p>

			functionality will be considered by Governance after all colleges are deployed.
Schedule Status	YELLOW	YELLOW	<p>While the project team is doing all the right things to mitigate risk with Deployment Group 4, the schedule status remains YELLOW due to the many critical factors that continue to 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>Teams are actively supporting DG4 colleges with data validation, prepping for Cycle #5 data conversions/dry-runs, parallel testing, and supporting the UAT which started in late October. DG5 Colleges will be completing their Business Process Fit Gaps (BPFGs) sessions in early October. The DG5/DG6 project workstreams now overlap with DG4.</p>
Training	GREEN	GREEN	<p>The QA team continues to include Training as a key area of the ctcLink Project.</p> <p>Security Training by the Project for DG4 colleges continued into October.</p> <p>Training team is now engaged supporting the colleges with the DG4 UAT Sprints.</p> <p>End-User Training consists of a 3-phase plan for DG4. Phase 1 Training support consists of UAT walk-through sessions, held from 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>Overall TESTING is considered GREEN. College testing remains 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) is completed. The DG4 User Acceptance Testing (UAT) Sprint #1 has started. Payroll parallel processing is completed. A 2nd parallel processing test for payroll is being planned. Parallel testing of Financial Aid and Student Financials being planned.</p>
ctcLink Technical Environment	GREEN	GREEN	<p>The ctcLink Technical Environment is a project work stream that includes data conversions, project environments, and applications. The project technical</p>

			<p>team works closely with SBCTC IT which supports the ctcLink production environments.</p> <p>Project technical team is now preparing Cycle #5/conversion dry runs. PeopleSoft Updates (PUMs) are routinely problematic with vendor delivery delays being addressed by the technical teams.</p> <p>Technical staff and SBCTC IT currently working with vendor on system performance load testing in advance of DG4 implementation. This work is continuing. Environment upgrades are being made as load testing progresses.</p>
Organizational Change Management (OCM)	GREEN	GREEN	<p>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. QA considers the OCM status as GREEN.</p> <p>Project has made so many adjustments based on lessons learned from the prior deployments, all directed at improving processes that are OCM related.</p> <p>Deployed colleges and the deployment groups are beginning to network among their peers. This is a valuable aspect to be realized.</p> <p>Project team morale remains good.</p> <p>The DG4 Go-live is now 16 weeks from happening. DG4 colleges are very actively engaged with their staffs. College stress levels are increasing which is normal as implementation dates get closer to happening.</p> <p>DG5/DG6 colleges are now also doing OCM related activities that are preparatory to their college implementations.</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>Project morale remains good. Project staff continue to be 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. Currently project has 2 Open positions with multiple candidates.</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. This area is trending towards GREEN given all significant changes made since last</p>

			<p>February.</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 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. CS support team has hired 9 additional staff and have 2 remaining open positions.</p>
ctcLink Production Services	YELLOW	YELLOW	<p>QA team considers ctcLink Production/Application Services as YELLOW at this time, due to their expanded workload and requirement for additional staff to meet DG4 expected workloads.</p> <p>Production Support status was presented to the Steering Committee at the October 6th meeting as a major update. Information on the status of their work and target schedules are now available on the Support website.</p> <p>Technical staff size will be 8, once 3 additional technical staff are hired for this team starting in November. 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 GREEN. It is 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 solutions and standard ctcLink reports.</p>

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

Additional Quality Assurance Findings

Governance

- A ctcLink Change Prioritization and Governance policy proposal was presented at the October 8th meeting to the ctcLink Executive Leadership Committee (cELC) which is highest Governance for the ctcLink project.
- The current top priorities for the ctcLink Project and SBCTC Agency are to deploy new colleges on ctcLink by mid-2022 in the approved configuration and to support/stabilize colleges currently live on ctcLink.

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. No firm date set for this yet.
- 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 3 Open Positions. Positions now are for remote staffing. Good progress on filling positions with qualified personnel.
- PMO is starting to plan the “college readiness activity” for the DG4 colleges and schedule the Steering Committee meeting for January.
- 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. A session with CE leaders held 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. OAA will not be ready in time for DG4. OAA will be implemented with DG2/DG3 colleges.
 - **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. SBCTC IT has now the responsibility for this area.
- **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 has been communicated to all colleges by SBCTC executive management 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.

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.
 - UAT Sprints:
 1. UAT Sprint #1 starts November 1st. PMO will be measuring progress.
 2. UAT Sprint #2 starts November 30th.
 3. Check-in meetings will be held at the end of each week with DG4 PMs to discuss UAT issues and progress.
 - 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.
 - DG4 remains the priority deployment group. Based on the Project Overall Status reported dated October 12-23, 2020, all DG4 colleges are reporting their status as YELLOW, with the exception of Wenatchee which is self-reporting as GREEN. Major college concerns are tight schedules, overlapping activities, budget cuts, resources and workload.
 - 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.
 - DG5 Implementation date is October 2021. Specific dates TBD.
 1. Technical team evaluating size and timing of DG5 data conversions to provide PMO with critical information needed to plan go-live implementations.
 2. DG5 work 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, with the exception of Grays Harbor College which is currently self-reporting their status as YELLOW.
 3. DG5 Data Conversion Cycle #2 is being readied.
 4. To reduce schedule overlap for UAT and Data Validation tasks, PMO is evaluating the restructuring of data validation tasks during UAT Sprint #1.
 - DG6 is now active.
 1. DG6 colleges had a mid-October kickoff and began the Global Design Adoption (GDA) phase which are self-paced Canvas courses supported remotely by the Project.
 2. DG6 College PMs are self-reporting their status as GREEN.
 3. The DG6 schedule has extended the Global Design Adoption (GDA) timeline to three months due to DG4 and DG5 activities.
 4. DG6 PM meetings will now be held bi-weekly.

Training

- Customer Support Director is continuing work to define training scope, work assignments, activity durations, and dependencies.
- 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 aligned the UAT workshops and are now actively engaged in supporting the UAT.
- The plan for DG4 UAT includes “pain-point workshops” to augment training college staffs in the more difficult business processes, especially cross-pillar integrations. These workshops start the first week of November. This is a new concept based on lessons learned from DG3 implementations.
- Surveys are now being used to quickly evaluate the effectiveness of the training and make adjustments as needed.

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 completed.
- 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.
- Payroll testing.
 - Team loaded the first Payroll Parallel testing in September and reviewed data with DG4 colleges in October.
 - DG4 colleges have completed signoff for the 1st parallel payroll tests.
 - A 2nd parallel payroll testing cycle is planned (new). DG4 college staffs will be running their test payrolls and will be entering a number of changed transaction to track results in parallel with the legacy system.
- Student Financials.
 - A 2nd parallel test for Student Financials is planned before go-live (new).
- Dual Processing Financial Aid.
 - Parallel testing has started.
 - Plan includes 3 mini-workshops.
 - Interface is confirmed working. Mostly an issue of college understanding where/how data is exchanged between dual systems.
- 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 have taken the prerequisite training courses prior to their participation in the UAT work. Participants must have achieved 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/Environments/Development

- Technical staff supporting colleges with DG4 cycle data validation.
- 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 their production data going into Data Link.
- Have loaded “security configs for the DG4 colleges from their college security workbooks.
- Phase 2 Load testing for DG4 colleges is underway. Adjustments being made to production environments. Performance Load testing is 75% complete and planned to be completed by end of November.

- Oracle has slid their PUM image updates. The slides in PUM releases create a number of impacts to the DG4 project schedule since the PUMs need to be tested, retrofitted with CEMLIIs, re-tested and reinstall in the UAT and production environments.
- The “code freeze” timing is being reviewed to minimize acceptable changes going into production without significant impact to the DG4 go-live schedule.
- DG5 Data Cycle #2 may require changes to meet specific needs of the Technical Colleges.

Organizational Change Management

- To address lessons learned during DG3 with ctcLink Financial Aid and Student Financials, the DG4 colleges requested workshops like provided for Campus Solutions Core. 2 Workshops to be held in the November/December timeframe. More workshops planned for January to focus on Integrated Cross-pillar areas.
- PMO has hired another staff member to augment the Communications team. Communications work continues to expand to meet challenges of all deployment groups, deployed colleges, and councils/commissions.
- PMO is increasing level of communications to the Executive Sponsors to keep them informed, knowledgeable, and full supportive of their college project related activities.
- PMO has a senior member mentoring the DG5/DG6 college PMs. This is another OCM area being addressed by the PMO.
- The importance of the Colleges staffing “Business Analysts” was communicated by the ctcLink Executive Leadership Committee to the college presidents and sponsors.
- Colleges staffs are now participating in ctcLink meetings at very high levels. Meetings previously might have 50 attending, now the meetings have upwards of over 400 attending on-line. This presents challenges to the presenters and requires additional staffing to address questions and chats.
- Edmonds College 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 networking with each other which will be beneficial in the long term for the ctcLink. One 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

- SBCTC has implemented a new ctcLink Production Updates web page on the SBCTC ctcLink Support website.
- CS still has 3 Sr. Functional Analyst positions to be posted.
- As recommended by QA, Customer Support is now reporting some tables that show the tickets stats and statistics per pillar area. Have also included the top critical, urgent, and high impact tickets that the pillar areas are working on.
- CS meets weekly with deployed college PMs to triage the most critical tickets.
- Approximately 50-60% of current tickets are technical. CS is concerned that the Applications Support team is still understaffed even with 3 new employees expected to start in November.
- Change Management Board is 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. ctcLink Change Management policy proposal has been drafted and will be implemented once Governance approves.
- Dual Financial Aid processing (FAM system and PeopleSoft).
 - DG3 colleges will have discontinued the Dual Financial Aid processing (FAM system and PeopleSoft) at the end of October. DG4 Colleges will require Dual Processing from their implementation dates in February 2021 to October 2021.
 - Issues with Dual Processing experienced with DG3 colleges are well documented.
- The AFRS data interface between SBCTC and the State Office of Financial Management (OFM) is an Agency Responsibility that has been understaffed and an ongoing operational problem that SBCTC management is addressing. QA has been aware of this and it has been discussed with SBCTC and ctcLink Project executives.

ctcLink Production/Application Support

- ctcLink Application Services has hired 3 new Technical staff with PeopleSoft expertise that are starting early November.
- SBCTC has implemented a new ctcLink Production Updates web page on the SBCTC ctcLink Support website.
- Okta Identity Management Software is being implemented by SBCTC IT. Should have minimum impact on ctcLink PS applications.
- SBCTC has taken over responsibility for Accessibility ongoing improvements.

Data Services

- Oracle DataLink connects the PeopleSoft production database to each college district's Pluggable Databases (PDBs), replicating data in near real-time.
- DataLink Databases are now fully implemented for all 31 colleges.
- Data Services team is working with Burgundy (Managed Services Contractor) to implement a virtual Database solution vs. the 31 separate DBs.
- A Reporting Catalog has been created within the ctcLink Reference Center. Reporting solutions are being added to the Catalog for the more complex reporting processes.
- Monthly “organic-basis” meetings are held with College Reporting Leads.

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 Project Technical team continues to work with SBCTC App Services team to clarify understanding of the Managed Services ctcLink Technical Architecture.

- 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 are tracking all activities within the DG4 project daily to ensure that any possible risk or slip is mitigated. At this time, we are on track to deliver DG4A and DG4B. Colleges have a 2-week break in late December.

- **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 is delivering activity and statistics, which started in the September 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:** SBCTC support communications looking at options to communicate and take feedback from Governance Commissions and Councils as well as individual college needs.
- **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. **Latest Update:** Although production maintenance calendars have been reviewed by the Change Management Board and the ctcLink Working Group additional understanding and visibility will become more critical as more colleges with various schedules move to ctcLink. Currently looking at options to address recommendation.
- **NEW QA 0173 Finding:** The AFRS interface from the SBCTC to the State Office of Financial Management requires operational and data expertise. Staffing has been problematic in this area and is being addressed by SBCTC executive management.

Recommendation: QA recommends that consideration be given to assign AFRS reporting support to the Data Services function within SBCTC IT. Data Services has the expertise for this role and QA believe it is well positioned to take on this responsibility.

Gate 5 Deliverable Review

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	Completed, presented to Steering Committee on 9/8/2020 and posted to OCIO site on 9/9/2020.	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 - BPFPG homework is completed in Canvas with some supporting work done outside.
DG4 - Updated Deployment Group Local Configuration Guides	Document	Completed during DG3 and now posted as guides on the ctcLink reference center. Minor edits are made for future deployment groups. 9/30/2020	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.
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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.