



## **ctcLink Project Quality Assurance**

## **Monthly Report – November 2020**

*Presented to:*



**COMMUNITY AND  
TECHNICAL COLLEGES**

*Washington State Board*

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

*By:*



**MORAN**  
TECHNOLOGY CONSULTING

*1215 Hamilton Lane, Suite 200*

*Naperville, IL 60540*

[www.MoranTechnology.com](http://www.MoranTechnology.com)

Voice & Fax: 877-212-6379I

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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,



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

## 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. A new concern is that the DG4 colleges have fallen behind in User Acceptance Testing. With no extra time in the schedule, it is critical for DG4 (and subsequent deployment groups) to stay on schedule.

DG2 and DG3 were, by most accounts, successful implementations. There were hiccups that are being addressed but overall, the solution works. As the project has seen the deployments go smoother each time, there can be a belief that future deployment groups will have a much easier implementation. However, while the solution and the conversion processes improve each time, there is one aspect that does not change – the amount of work necessary to be completed by each college in order to have a successful implementation. There are a large number of college's core business processes that will be substantially changing with ctcLink, requiring a significant commitment by each and every college in order to execute a successful implementation.

The long-term support model continues to be of concern to QA. While staff have been added successfully, QA still feels that there seems to be a disconnect between college expectations and what the SBCTC Support Team is able to provide. In the legacy, we have been told that there was a significant amount of work (training, actual execution, etc.) that was done directly by SBCTC support groups to help colleges from time to time. With the size of the SBCTC ctcLink Support Team, QA does not feel that model will work going forward. QA feels the overall support model needs to be revisited.

Lastly, Commissions and Councils have begun to be included in Steering Committee meetings and the ctcLink project team has been directly engaged with those groups as well. QA believes that the overall ctcLink Governance Model needs to be revisited to ensure that the involvement of the Commissions and Councils, along with WACTC, is coordinated in a cohesive manner.

## 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 October 2020</u>	<u>Current Status November 2020</u>	<u>Overall Comments</u>
<b>Overall</b>	<b>YELLOW</b>	<b>YELLOW</b>	The ctcLink system has now been operational since August 2015. 10 colleges are now implemented and being supported by SBCTC Customer Support staff. The Overall Project Status remains YELLOW given the overlapping deployment schedules and project/support resource concerns for completing the remaining 24 colleges. The continued uncertainty of the Covid-19 virus and current/future impact on the remaining colleges funding/readiness to implement ctcLink is a key factor in our assessment.
<b>SBCTC/ Governance</b>	<b>GREEN</b>	<b>GREEN</b>	Project Governance continues to function as intended. The ctcLink Steering Committee and the Executive Leadership Committee (cELC) held meetings in November. Meetings continue to be held remotely and documented. 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. Gate 6 funding is in process by the State OCIO and State Office of Financial Management (OFM).
<b>Project Management</b>	<b>GREEN</b>	<b>GREEN</b>	PMO is focused on the preparations for the February DG4 go-live implementations. The PMO and SBCTC Customer Support are applying go-live and post-live improvements based on lessons learned with experience from prior deployments. The PMO is managing the project teams providing support for DG5 and DG6. PMO is also managing implementation of the new 3 <sup>rd</sup> party products now included in scope. PMO has assigned senior staff to mentor college PMs. DG4 College PMs are fully engaged with PMO staff. PMO is providing additional support to DG5/DG6 PMs as well.
<b>Phase Scope</b>	<b>GREEN</b>	<b>GREEN</b>	QA considers the Phase Scope as GREEN. Approved Phase scope includes implementation of the new Continuing Education software (CampusCE), the new custom Online Admissions application (OAA) and Budget/Planning (Oracle BPCS). PMO is working to minimize risk to fit these into the overall current schedule. The ctcLink approved scope is now set and

			additional functionality will be considered by Governance after all colleges are deployed.
<b>Schedule Status</b>	<b>YELLOW</b>	<b>YELLOW</b>	<p>DG4 is scheduled into two subgroups for implementation. DG4A consists of 4 colleges (Highline, Edmonds, Wenatchee, and Centralia) scheduled to go-live on February 8, 2021. DG4B consists of the Seattle College District colleges scheduled to go-live on February 22, 2021.</p> <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.</p> <p>In addition to Covid-19, these include:</p> <ol style="list-style-type: none"> <li>1) the project does not have any remaining float in the 8 weeks remaining for DG4 schedule.</li> <li>2) the majority of DG4 colleges (Seattle, Centralia, Edmonds, Highline) continue to self-report their status as YELLOW (some approaching RED) as documented in the ctcLink Project Overall Status Report (November 6-20<sup>th</sup>).</li> <li>3) current college reported progress on completing Sprint #1 User Acceptance Testing per the DG4 schedule.</li> <li>4) scheduled implementation of the new 3<sup>rd</sup> party products.</li> <li>5) the DG5/DG6 project workstreams now overlap with DG4 and are impacting schedule and resources required for DG4.</li> </ol>
<b>Training</b>	<b>GREEN</b>	<b>GREEN</b>	<p>Security Training by the Project for DG4 colleges continued in November. Extensive Security training materials have been made available to the DG4 colleges, but colleges still struggle with this area.</p> <p>Training has focused on pain points and critical application areas working closely with the pillar leads.</p> <p>The training team was engaged supporting the colleges with the DG4 UAT Sprint #1. Instructor lead training will begin in early December.</p>
<b>Testing</b>	<b>GREEN</b>	<b>YELLOW</b>	<p>Overall TESTING has moved to YELLOW. QA is concerned that UAT has fallen behind schedule. With no give in the schedule, this is a big problem. 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>The approach to User Acceptance Testing (UAT) workstream was changed by the PMO to adjust to lessons learned with DG3. This work is primarily college dependent and their ability to progress with the UAT work is closely monitored.</p>

<p><b>Technical Environment</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>	<p>The ctcLink Technical Environment is a project work stream that includes data conversions, project environments, and applications. The project technical team works closely with SBCTC IT which supports the ctcLink production environments.</p> <p>The ctcLink Project technical team is now preparing conversion dry runs.</p> <p>PeopleSoft Updates (PUMs) have experienced some delays with delivery by Oracle. These delays continue being addressed by SBCTC Customer Support, the Managed Services contractor (Burgundy), and project technical staff.</p> <p>Technical staff and SBCTC IT are currently working with the vendor on system performance load testing in advance of DG4 implementation. This work is continuing. Environment upgrades are being made by the Managed Services contractor as load testing progresses.</p>
<p><b>Organizational Change Management (OCM)</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>	<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.</p> <p>Project has made many adjustments based on lessons learned from the prior deployments, all directed at improving processes that are OCM related.</p> <p>The DG4 Go-live is now 8 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>
<p><b>Project Staffing</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>	<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 no Open positions with multiple candidates.</p>
<p><b>SBCTC Customer Support</b></p>	<p><b>YELLOW</b></p>	<p><b>YELLOW</b></p>	<p>The SBCTC Customer Support team has now been operational for over 9 months. With 10 colleges operational, there has been a continuing climb in pillar ticket volumes which is concerning to both QA</p>

			<p>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>To improve post-live college operations during the first 3 weeks, a day-by-day schedule with sequencing of specific ctcLink business tasks by pillar area is being developed jointly with the PMO and project team. This is another instance of improvements made based on lessons learned.</p> <p>QA remains concerned that SBCTC still needs to address long-term staffing as a full-service ERP support services organization once the project has completed implementation of all 34 colleges.</p>
SBCTC Application and Production Services	YELLOW	YELLOW	<p>QA team considers SBCTC Production/ Application Services as YELLOW at this time, due to their requirements to support deployed colleges at the same time DG4 is implemented with increase in expected workloads.</p> <p>Information on the status of Production Support work and target schedules are now available on the Support website.</p> <p>Year-end business processes (taxes, federal reporting) for deployed colleges as well as Oracle updates are a current priority for this team.</p> <p>Technical staff has hired 3 additional technical staff starting in November. Technical staff will need to expand further with the addition of DG5/DG6 colleges going live over the next 18 months.</p>
SBCTC Data Services	GREEN	GREEN	<p>QA team considers SBCTC Data Services as GREEN. This 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, supporting Datalink, providing training for PS Queries and supporting additional custom solutions and standard ctcLink reports.</p>

LEGEND	GREEN	YELLOW	RED
<b>Risk Description</b>	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

- Since the beginning of the ctcLink Project, now over 10 years ago, the majority of college Presidents that were as a collective group framing the basis of the overall principles, scope, and funding are no longer at these colleges. Participation in project governance has changed multiple times, also. Many of the new Presidents do not have the historical perspective regarding the reasoning behind the business case for deploying ctcLink as a replacement for the 40+ year old legacy systems.
- The current top priorities for the ctcLink Project and SBCTC Agency are to deploy the remaining 24 colleges on ctcLink by mid-2022 in the approved standard configuration and to support/stabilize the 10 colleges currently live on ctcLink.
- Meetings were held in November with various Commissions and Councils to review their concerns. The current governance structure will need adjustment to incorporate more active participation of the Commissions and Councils. This is an evolving aspect and will become more critical to the future governance approach in post DG6.
- Gate 5 Funding has been approved. Gate 6 Funding is in process with the State OCIO and OFM.

### PMO and Staffing

- The PMO and Project staff are all working remotely. The SBCTC offices remain closed at this time. No firm date set for re-opening the Olympia office.
- PMO started planning the “college readiness activity” for the DG4 colleges. These colleges now have the Readiness Assessment factor form for use by their College PMs and staff. Project governance structure will be meeting to review college and project readiness to decide on DG4 go-live implementations for February 2021.
  - As a key project requirement, DG4 College Presidents, Sponsors, and PMs are required to sign-off on their approval to implement ctcLink for their college. This signoff is incorporated into the Go-No Go decision. Implementation of colleges that do not signoff will be re-scheduled into a future Deployment Group.
- The DG4 Go-live decisions are made at the ctcLink Steering Committee meetings:
  - The go-live decision date for DG4A is January 12<sup>th</sup>.
  - The go-live decision date for DG4B is January 26<sup>th</sup>.
- PMO has 1 open position at this time. This position is to support the new Budgeting Planning Cloud Solution being implemented for DG2/DG3 colleges.
- 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 3<sup>rd</sup> party software products which are scheduled for implementation. The 3 products are: CampusCE, OOA, and Oracle PBCS. A separate status report is included in the ctcLink Project Overall Status report provided to the ctcLink Steering Committee. The progress is being closely watched by the QA Team since these project workstreams impact DG4 schedule and project/college resources. These products include:
  - **Continuing Education Solution/Software Product** – Several colleges are working with CampusCE vendor to implement per the master contract. The ctcLink project team is currently working with the vendor for integration of CampusCE with PeopleSoft ctcLink. Still have data integration design issues working with the vendor. UAT is

- scheduled for January and deployment is tentatively scheduled for January 2021, depending on vendor and testing results.
- **Online Admissions** – OAA is a custom solution being provided by Kastech. SIT testing underway. Team is working with Kastech to resolve design issues. DG2/DG3 User Acceptance Testing Sprints for OAA is now scheduled for January 11, 2021. Training scheduled for January 12<sup>th</sup>. Still looking promising as of November that OAA will be implemented for ctcLink DG2/DG3 deployed colleges in the January 2021 timeframe, depending on testing results. OAA will not be ready in time for DG4. OAA for DG4 colleges will be deployed with DG5.
  - **Planning and Budgeting Cloud Solution** – The project is working with the SBCTC application support team on implementation. Working through functional design. Will need development of a data extract program from PeopleSoft to the Oracle product. Schedule dates are currently pending. The first implementation will be DG2/DG3 colleges. UAT is scheduled for January and DG2/DG3 implementation targeted for January 2021.
  - Additionally, there is other scope which is being worked on for inclusion in ctcLink. This functionality includes:
    - **Accessibility** – SBCTC IT has now the responsibility for this area and reporting status.
    - **PeopleSoft Talent Acquisition Module (TAM)**- All DG4 colleges, with the exception of Highline College have decided to adopt and use the Talent Acquisition Management (TAM) module at Go-Live.
    - **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)** – Integration Broker is a foundation component of the PeopleSoft architecture. A pilot approach for using Integration Broker (IB) involves extracting data directly from PeopleSoft databases using the IB tool. No Deployment Group or date for this has been established.

## Schedule

- DG4 Status
  - From a project perspective, the DG4 remaining schedule is considered solid and areas of concern have been mitigated but with some continued risk.
  - DG4 UAT has been 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 started November 1<sup>st</sup>. PMO has been measuring progress. Some of the colleges have been falling seriously behind with their work and Sprint #1 will now continue into December. DG4 colleges still had problems with their staff role assignments when Sprint #1 started.
  2. UAT Sprint #2 was scheduled to start November 30<sup>th</sup>. This start date has been delayed due to above.
  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 November 9-20, 2020, all DG4 colleges are reporting their status as YELLOW (some trending towards RED), 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 has picked up and starting to stress PMs and college staffs. This is considered by QA as normal “panic” as the go-live dates get closer.
- DG5/DG6 Deployment Groups Status
    - All colleges are now routinely reporting status.
    - DG5 Implementation date is October 2021. Specific dates TBD.
      1. Technical team is 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 extended into November.
      3. DG5 College PMs are self-reporting their status as GREEN, with the exception of Grays Harbor College, which is currently self-reporting its status as YELLOW.
      4. DG5 Data Conversion Cycle #2 is being readied.
      5. To reduce schedule overlap for UAT and Data Validation tasks, PMO is evaluating the restructuring of data validation tasks during UAT Sprint #1.
    - DG6 Implementation window is February 2022. Specific dates TBD.
      1. DG6 colleges will be participating in their first 2 BPFG sessions in January. They are still working on 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 had previously 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

- Training staff is now fully engaged in supporting the DG4 Sprints.
- ctcLink 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.)
- The plan for DG4 UAT included “pain-point workshops” to augment training college staffs in the more difficult business processes, especially cross-pillar integrations. These workshops started the first week of November. This is a new concept was 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 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. The UAT approach for DG4 has a higher standard than used for DG3, and colleges are being closely checked for progress.
- A Project resource was assigned to work 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. This area was still problematic during the start of Sprint #1 as colleges were assigning available staff to participate in their UAT activities.
- End-to-end and parallel testing approach was being improved for the DG4 colleges based on changes made for DG3B. Parallel testing is including Student Financials, and dual Financial Aid testing.
- Payroll parallel testing has completed.
- Student Financials.
  - A Student Financials will be further tested during the data validation included in the dry run work and planned before go-live.
- Dual Processing Financial Aid.
  - Parallel testing is underway.
  - 3 mini-workshops held and more workshops will be scheduled.
  - Interface is confirmed working. Mostly an issue of college understanding where/how data is exchanged between dual systems.
- SIT and UAT is planned for DG2/DG3 colleges to cover CampusCE, Online Admissions, and Budgeting. The plan was for these solutions to be deployed the DG2/DG3 colleges prior to the February DG4 go-live implementations. Dates are pending due to priority of DG4 work and results of testing..

### **Configurations/Data Conversions/Environments/Development**

- Technical staff continue supporting colleges with DG4 cycle data validations.
- Technical team preparing for dry-run data conversions scheduled for January.
- DG4 colleges now have their production data going into Data Link.
- Phase 2 Load testing for DG4 colleges is continuing. Performance Load testing is 90% complete and should be completed by vendor in early December.

- Oracle continued to slide 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 reinstalled in the UAT and production environments.
- Oracle bug fixes for PUMs has been problematic.
- 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 planning work underway. Cycle #2 begins in early December.

### **Organizational Change Management**

- PMO has augmented 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. The ctcLink Steering Committee also discussed need for Business Analysts.
- 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.
- Given that all 34 colleges are administratively staffed differently, this has been a challenge for implementation of “role security” in their organizations. DG4 colleges’ staffs are also being impacted by the Covid and remote learning causing “knowledge retention” and ability maintaining focus. Additional explanative materials are being developed to address this area.

### **SBCTC Customer Support**

- CS has now hired 9 new staff and still has 2 Sr. Functional Analyst positions to be posted.
- To improve post-live operational support, the “Local College ctcLink Triage & Support Management Planning Guide” was developed by the CS Director. This guide has been provided to the DG4 PMs.
- SBCTC is 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.
- The processes of managing the prioritization of incoming support tickets vs. backlog tickets is still be developed.
- Approximately 50-60% of current tickets are technical and require both functional and technical resources. CS is concerned that the Applications Support team is remains understaffed even with 3 new employees expected to start in November.
- 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.
  - The issues with Dual Processing experienced with DG3 colleges are well documented.

### **SBCTC Production/Application Support**

- SBCTC Application Services has hired 3 new Technical staff with PeopleSoft expertise that started in November.

- SBCTC has implemented a new ctcLink Production Updates web page on the SBCTC ctcLink Support website.
- Technical team is working on year-end ctcLink production tasks as well as the Oracle PUM updates and bug fixes.
- 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. SBCTC CIO confirms that progress has been made in this area now with OFM is satisfied. All Financial data is up to date. Some of the issues with AFRS were human errors. Staffing has been hired to fix this area with SBCTC.
- As reported to QA, a critical problem with data indexing in the production system ended up taking Oracle longer to work on as a priority since it was not identified as the root cause and escalated timely by the support staff.
- Okta Identity Management Software is being implemented by SBCTC IT. Should have minimum impact on ctcLink PS applications.

### **SBCTC Data Services**

- Oracle DataLink connects the PeopleSoft production database to each college district's Pluggable Databases (PDBs), replicating data stored in PeopleSoft 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 DataBases.
- 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.

## Direct Project Recommendations

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

- **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 Response:** QA now considers this recommendation closed.
- **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:** The current overlap of activities has been around Data Validation, UAT, Parallel testing, as well as production workshops. Data Validation is now complete and the schedule for all deployment groups has an overlap between UAT and Parallel testing not because of schedule compression but due to actual similarities of the testing and work. The production workshops are timed based upon key college activities as well as project conversion needs. At this time, we have Sprint UAT to complete as planned, College Training as planned, the DG4 Dry Run/Mock Go-Live and then cutover. We have modified the DG5 and DG6 schedules to combine the Cycle 4 Data Validation and UAT so that they are one activity and not two separate activities with overlap and challenges for the colleges. **QA Response:** QA now considers this recommendation closed.

## Other SBCTC Agency/Non-Project Recommendations

The following shows the open and recently closed recommendations with current updates from the SBCTC IT Agency Support 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 Response:** QA now considers this recommendation closed.

- 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, 3<sup>rd</sup> 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 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 Response:** QA now considers this recommendation closed.

- 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:** This has not been incorporated into the working group meetings as well as posted on the support portal for the colleges to view. This has now been addressed. **QA Response:** QA now considers this recommendation closed.

- **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. **Latest Update:** The AFRS interface issues are being addressed by the State Board Operations and Information Technology Teams and includes operations staff, and PeopleSoft functional and technical staff to resolve challenges with the ctcLink interface to OFM.

- **NEW QA 0174 Finding:** SBCTC has been supporting the legacy system for over 12 years. SBCTC will continue to support the legacy system for colleges that have not been deployed with ctcLink. It needs to be recognized that the ERP PeopleSoft system acquired for the ctcLink project has substantially more functionality and is technically more complex and, as such, requires sufficient staffing and expertise to meet the service requirements of a 34 college system. SBCTC needs to be positioned to be successful with organization, processes, funding, and staff.

**Recommendation:** QA recommends that consideration be given to contracting the consulting services of a recognized 3<sup>rd</sup> party expert firm in evaluating future organization, processes, and staffing requirements. The byproduct of this should be recommendations and a blueprint for SBCTC and WACTC to implement over the next year while the remaining colleges are deployed.

- **NEW QA 0175 Finding:** The Washington Association of Community and Technical Colleges Presidents (WACTC), with its multiple Commissions and Councils, provide policy, leadership, and ownership of the business processes used by the colleges. While the ctcLink Steering Committee has added non-voting members from Commissions and Councils to its meetings, the current Governance structure utilized for the ctcLink Project does not address post-live production and future projects and expanded needs of the colleges, including involvement of Commissions and Councils.

**Recommendation:** QA recommends that consideration be given to addressing post-deployment Governance, including roles of Commissions and Councils, before all colleges are fully deployed.

## Gate 5 Deliverable Review

Gate 5 Deliverable Review is included in this report for a final time. Going forward, the plan is to include Gate 6 Deliverable Review in the December report.

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 - BPFG 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.

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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:

- 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.
- 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.

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.