



## **ctcLink Project Quality Assurance**

### **Monthly Report – December 2020**

*Presented to:*



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

*By:*



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## Cover Letter

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

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

Sincerely,



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## Executive Summary

As part of the Governance Structure, the ctcLink Project Steering Committee is responsible for the go-live decision for college production implementation. The Steering Committee meets to review both project, customer support and specific college readiness information, including college signoff. Based on information provided at this meeting, a Steering Committee decision by college to go-live will be approved or not. Any decision to not approve go-live implementation will require the college implementation to be rescheduled into a future deployment group.

- The ctcLink Project Steering Committee will be meeting on January 12th to review project and college readiness to go-live with production implementation for DG4A Colleges (Highline, Edmonds, Wenatchee, and Centralia.)
- The ctcLink Project Steering Committee will be meeting on January 26th to review project and college readiness to go-live with production implementation for DG4B Seattle District and Seattle Colleges (South, Central, North.)

As of the end of December, all colleges were behind in User Acceptance Testing (UAT) completion, with Seattle being significantly farther behind than the other DG4 colleges, although Seattle has additional time to complete UAT due to DG4B being implemented 2 weeks after DG4A. While UAT is critical to ensure the system is working as intended, it is also used as an important tool to supplement training activities for college staff so that they are comfortable working in the new system environment. It will be important for all the colleges to show significant UAT completion progress in early January. QA is concerned that any DG4 college that is not ready for go-live and require re-scheduling into DG5, DG6 or beyond deployments will require a modified re-start of their implementation and adds significant risk to the DG5/DG6 schedules and program budget.

## 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 November 2020</u>	<u>Current Status December 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 December. 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.
<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 have applied a number of 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 the DG5 and DG6 work streams. PMO is also managing implementation of the new 3 <sup>rd</sup> party replacement products now included in the project. 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 has included these into the current deployment schedule. Any additional major functionality to be considered by Governance after all colleges are deployed.
<b>Schedule Status</b>	<b>YELLOW</b>	<b>YELLOW</b>	QA recognizes that the ctcLink schedule for DG4B cannot be extended without jeopardizing schedules and remaining ctcLink budget for deployment

			<p>groups DG5 and DG6.</p> <p>While the project team is doing all the right things to mitigate risk with Deployment Group 4, the overall schedule status remains YELLOW due to the many critical factors that directly impact the DG4 schedule. In addition to the Covid-19, these include:</p> <ol style="list-style-type: none"> <li>1) the DG4 schedule does not have any remaining float at this time.</li> <li>2) the DG4A colleges (Wenatchee, Edmonds, Highline) continue to self-report their status as GREEN/YELLOW and are in final preparations for going live per schedule.</li> <li>3) the DG4B has self-reported status as YELLOW as documented in the latest ctcLink Project Overall Status Report.</li> <li>4) current college reported progress on completing Sprints #1 and #2 User Acceptance Testing per the DG4 schedule.</li> <li>5) scheduled implementation of the new 3<sup>rd</sup> party products.</li> <li>6) the DG5/DG6 project workstreams overlap with DG4 and impacting schedule and resources required for DG4.</li> <li>7) SBCTC Customer Support ability to respond to post-live implementation problems of any large college district that was not ready when deployed.</li> </ol>
Training	GREEN	GREEN	<p>Security Training by the Project for DG4 colleges continued in December. Extensive Security training materials have been made available to the DG4 colleges. Security Workbooks and Job Aid tools have been developed by the PMO to make the Security Role better defined for colleges. Good feedback received by QA team regarding this. However, PMO reports that colleges continue to struggle with implementing and maintaining role security.</p> <p>Training in December 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 and #2. Instructor lead training started in December.</p> <p>Training team will be holding post-live sessions to cover additional topics.</p>
Testing	YELLOW	YELLOW	<p>TESTING is considered YELLOW. QA is concerned that UAT for DG4B has fallen seriously behind schedule with limited functional end-user participation. With no flexibility in the schedule, this is a high risk for deployment since College testing remains a key factor in determining their overall readiness. QA remains concerned that college resources are being challenged by Covid-19</p>

			<p>operational impacts, furloughs, and staff reductions. 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>The Project Testing workstream has self-reported as RED due to the testing status of Tuition Calculation which was still underway at the end of December. QA does not consider this aspect sufficient to alter our assessment of the overall Testing status.</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 Cycle#5 conversion dry runs.</p> <p>PeopleSoft Updates (PUMs) were finally installed in December.</p> <p>Technical staff and SBCTC IT have completed working with the vendor on system performance load testing in advance of DG4 implementation. The environment upgrades were made by the Managed Services contractor based on load testing results.</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 continue facing significant budget cuts and are dealing with Covid-19 impact. This makes OCM activities more challenging, requiring further staffing 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 1 month from happening. DG4 colleges are very actively engaged with their staffs. College stress levels are at their highest which is normal as go-live implementation dates are close to happening and the reality sets in. As always, QA remains concerned that the end-users have been trained and are confident that they will be able to work with ctcLink.</p> <p>DG4 College PMs are meeting weekly to share information and support each other.</p> <p>The Project Communications team has been working closely with the College PMs, PIOs, and OCMs to share approaches and content that will be key to getting effective communications to students and administrative during and after implementation begins.</p> <p>DG5/DG6 colleges are now also doing OCM related</p>

			<p>activities that are preparatory to their college implementations. DG5 Business Process Fit Gaps are continuing. Data Conversions are starting for DG5 colleges.</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. 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 teams have been successful in hiring staff now that personnel can work remotely.</p>
SBCTC Customer Support	YELLOW	YELLOW	<p>The SBCTC Customer Support team has now been operational for over 10 months with 10 colleges operational.</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 has been being developed jointly with the PMO and project team. This is another instance of improvements made based on lessons learned.</p> <p>The Customer Service team will be conducting meet-and-greet meetings with the DG4 colleges to introduce staff, triage processes, and support responsibilities.</p> <p>QA considers Customer Support as YELLOW at this time. DG4B is a very large District and if the District office and 3 Seattle Colleges are not adequately prepared yet the go-live decision is made, then SBCTC Customer Support staff will be extremely challenged to support DG4B as well as the other 14 deployed colleges.</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>Support for Year-end business processes (taxes, federal reporting) for deployed colleges were underway in December and continue into January.</p>



			Additional technical staff hired and onboarded. Technical staff will need to expand further with the addition of DG5/DG6 colleges going live over the next 18 months.
<b>SBCTC Data Services</b>	<b>GREEN</b>	<b>GREEN</b>	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.

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

- The ctcLink Executive Leadership Committee (cELC) which is highest Governance for the ctcLink project met on December 10<sup>th</sup>. The ctcLink Project Steering Committee met on December 15<sup>th</sup>. These meetings are documented and content is available.
- As part of the Governance Structure, the ctcLink Project Steering Committee is responsible for the go-live decision for college production implementation. The Steering Committee meets to review both project, customer support and specific college readiness information, including college signoff. Based on information provided at this meeting, a Steering Committee decision by college to go-live will be approved or not. Any decision to not approve go-live implementation will require the college implementation to be rescheduled into a future deployment group.
  - The ctcLink Project Steering Committee will be meeting on January 12<sup>th</sup> to review project and college readiness to go-live with production implementation for DG4A Colleges (Highline, Edmonds, Wenatchee, and Centralia).
  - The ctcLink Project Steering Committee will be meeting on January 26<sup>th</sup> to review project and college readiness to go-live with production implementation for DG4B Seattle District and Seattle Colleges (South, Central, North).
- Gate 6 Funding is in process with the State OCIO and OFM.

### PMO and Staffing

- The PMO and Project staff continue to work remotely. The SBCTC offices remain closed at this time. No firm date set for re-opening the Olympia office.
- PMO has been actively planning the “college readiness activity” for the DG4 colleges. These colleges have the Readiness Assessment factor form for use by their College PMs and staff.
  - 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.
- 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 any DG4 college that is not ready for go-live and require re-scheduling into DG5 or DG6 deployments will require a modified re-start of their implementation and adds additional risk to the DG5/DG6 schedules and program budget.
- The Requirements Traceability Matrix (RTM) is in process and is 90% complete.
- QA remains 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** – Still have data integration design issues working with the vendor. This involves the development of the enrollment interface. UAT is scheduled for January and deployment is tentatively scheduled for

- January 2021, depending on vendor and testing results. Project may need to deploy CampusCE in two steps.
- **Online Admissions** – OAA is a custom solution being provided by Kastech. DG2/DG3 User Acceptance Testing Sprints for OAA is now scheduled for January 11, 2021. Training scheduled to begin on January 12<sup>th</sup>. Still looking promising as of December that OAA will be implemented for ctcLink DG2/DG3 deployed colleges prior to DG4 implementations. OAA will not be ready in time for DG4. OAA for DG4 colleges is scheduled for deployment 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 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
  - 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.
  - The go-live review and decision for DG4A is scheduled for the January 12<sup>th</sup> Steering Committee. QA based on assessment of progress and risks views the DG4 Colleges as YELLOW/GREEN, with one exception.

1. NOTE: Centralia College self-reported their status as RED in the latest Overall Project Status Report (December 21, 2020 – January 1, 2021). Centralia is concerned that their transition change-over to KeyBank will not be ready and could delay their go-live date.
  - The go-live review and decisions for DG4B is scheduled for the January 26th Steering Committee.
  - Seattle has self-reported their status as YELLOW in the latest Overall Project Status Report (December 21, 2020 – January 1, 2021).
  - QA based on assessment of progress and risks currently views the DG4B Seattle District/Colleges as YELLOW/trending RED due to concerns regarding role security, finance processes, payroll processing, student financials and financial aid processing.
  - DG4 Cycle #5/Dry Run is scheduled to begin January 9<sup>th</sup>.
  - Weekly scheduling meetings are continuing with the DG4 College PMs. Check-in meetings will be held at the end of each week with DG4 PMs to discuss UAT issues and progress.
  - Pace of scheduled DG4 project tasks (UAT, Testing, Training, and Data Conversions) has picked up and starting to stress PMs and college staffs. This is considered by QA as normal as the go-live implementation 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 is continuing.
    3. DG5 College PMs are self-reporting their status as GREEN.
    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 are TBD.
    1. DG6 colleges will be participating in their first 2 BCFG sessions in January. They were 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 are now be held bi-weekly.

### Training

- Training staff reports to the Customer Support Director.
- Training staff has been supporting the DG4 Sprints and is getting prepared to support the DG4 go-live production implementation.
- Month-end and Year-end training playbooks were being developed in December. This has been a QA recommendation.

- The 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 and continued into December.
- Additional training courses will be delivered post-implementation for DG4 colleges. These courses will cover specific functionality and processes that are not required for immediate operations.

### **Testing**

- QA reviewed the UAT progress report. DG4A colleges are near or well past that Go-No Go decision point (Wenatchee @90%) with still the rest of the first week of January to complete testing.
- 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 is included with the UATs. As reported by the PMO, this area remains problematic for DG4B.
- Student Financials.
  - Parallel Test SF Tuition Calculation closes January 6<sup>th</sup>. Colleges have not participated, thus Tuition Calculation quality driven from enrollment to support legacy FMS Customer Account conversion for the Go Live term is at risk. SF Item Type GL was not configured in UAT for SF to GL testing for the majority of UAT period. Colleges have not had opportunity to validate the accuracy of the unrecognized revenue and realized revenue when posted to GL.
  - 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.
  - Dual Parallel testing with FAM is now completed.
  - Interface is confirmed working. Mostly an issue of college understanding where/how data is exchanged between dual PeopleSoft and FAM systems.
- UAT is planned for January for DG2/DG3 colleges to cover CampusCE, Online Admissions, and Budgeting. Based on results of testing, these solutions will be deployed for the DG2/DG3 colleges prior to the February DG4 go-live implementations. Specific dates are pending due to priority of DG4 work and testing progress.

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

- Technical staff has been supporting colleges with DG4 cycle data validations.
- Technical team preparing for DG4 Cycle#5/dry-run data conversions scheduled to start on January 9<sup>th</sup>.
- Load testing for DG4 colleges was completed by the vendor in December.
- Oracle PUMs were installed all Project environments.
- DG5 Data Cycle #2 planning work underway. Cycle #2 execution was completed in December and team will be supporting colleges with their data validations starting in March.

### **Organizational Change Management**

- PMO/Communications team to support deployments has developed a Communications Toolkit, which includes a ctcLink “Student Communications Guide”.
- Communications work continues to expand to meet challenges of all deployment groups, deployed colleges, and councils/commissions.

- PMO has increased the level of communications to the Executive Sponsors to keep them informed, knowledgeable, and full supportive of their college project related activities.
- College PMs continue networking with each other which will be beneficial in the long term for the ctcLink.
- Given that all 34 colleges are administratively staffed differently, this has been a challenge for implementation of “role security” in their organizations. Additional explanative materials are being developed to address this area.

### **SBCTC Customer Support**

- CS still has 2 Sr. Functional Analyst positions to be hired.
- A “Meet and Greet” meeting is scheduled between the DG4 Colleges and Customer Support for staffs to begin to become familiar with each other.
- A “Day by Day” schedule of operational business tasks/functions was being developed to assist DG4 colleges with understanding what is required by college staff once ctcLink go-lives. CS Director expects to provide this to the DG4 Colleges by mid-January.
- 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 continues 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 was still being developed.
- Dual Financial Aid processing (FAM system and PeopleSoft).
  - DG3 colleges have now discontinued Dual Financial Aid processing (FAM system and PeopleSoft).
  - DG4 Colleges will require Dual Processing (continued use of the FAM system) from their ctcLink implementation dates in February 2021 to October 2021.
  - NOTE: Financial Aid Year Roll-over processing will be done by the Project and should improve the Go-live experience for the DG4 Colleges.
- Once implemented for DG2/DG3 colleges, Customer Support team will be responsible for the CampusCE, Online Admissions, and Budget Planning solutions.

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

- Technical team was working on year-end ctcLink production tasks as well as the Oracle PUM updates and bug fixes.
- Okta Identity Management Software was being implemented by SBCTC IT. This should have minimal impact on ctcLink PS applications.
- CS remains concerned that the Applications Support team is understaffed and will be challenged with the production implementation of DG4 colleges in addition to those colleges already deployed.

### **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.

## Direct Project Recommendations

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

- **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.



## 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 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 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 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.
- **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.

- **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 6 Deliverable Review

QA Note: Although we are now showing Gate 6 Deliverable Review, it should be noted that while Gate 5 Deliverable Review has been completed, the ctcLink Project has not received its final notification letter that funding has been disbursed.

Gate 5 Deliverables / Description	Artifact	ctcLink Status	QA Moran Review/Feedback
DG6 - Master Project Plan (Baseline #1)		Completed & delivered to college PMs in December 2020.	
DG5 - Business Process Fit/Gap Homework Complete		In Progress - close to completion, pending Admissions & Recruiting January 26-27, 2021 session.	
All - Requirements Traceability Matrix (RTM)		In Progress	
DG4 - Data Validation Sign-off		Completed for DG4A as part of readiness assessment on January 7, 2021. DG4B is estimated to be completed on January 21, 2021.	
DG4 - Security Mapping Sign-off		In Progress	
DG4 - Updated User Acceptance Test Results		In Progress	
DG4 - Go/No Go Readiness Assessment		Completed for DG4A as part of readiness assessment on January 7, 2021. DG4B estimated to be completed on January 21, 2021. DG4A readiness assessment to be presented to Steering Committee on January 12, 2021. DG4B readiness assessment to be presented to Steering Committee on January 26, 2021.	
DG6 - Global Design Review Participation and Adoption Sign-off		In Progress	
DG4 - Go-Live Milestone Sign-off Acceptance		Completed for DG4A as part of readiness assessment completed on January 7, 2020. DG4B is estimated to be completed on January 21, 2020.	
DG4 - Lessons Learned Activity		In Progress - will take place post go live.	

## 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.

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.