



## ctcLink Project Quality Assurance

Monthly Report – January 2021

*Presented to:*



**COMMUNITY AND  
TECHNICAL COLLEGES**

*Washington State Board*

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

*By:*



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## Table of Contents

Cover Letter .....	3
Executive Summary .....	4
Project Status Scorecard .....	5
Additional Quality Assurance Findings .....	10
Direct Project Recommendations .....	15
Other SBCTC Agency/Non-Project Recommendations .....	16
Gate 6 Deliverable Review .....	19
Risk Assessment.....	20

## 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 met on January 12th to review project and college readiness to go-live with production implementation for DG4A Colleges (Highline, Edmonds, Wenatchee, and Centralia). At this meeting, the DG4A go-live was approved.
- The ctcLink Project Steering Committee met 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). At this meeting, the DG4B go-live was approved.

Online Admissions Application Portal (OAAP) is a custom solution being provided by Kastech. OAAP was approved to be implemented for ctcLink DG2/DG3 deployed colleges prior to DG4 implementations. OAAP will not be ready in time for DG4 and will be implemented for DG4 colleges in a future deployment.

## 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 December 2020</u>	<u>Current Status January 2021</u>	<u>Overall Comments</u>
<b>Overall</b>	<b>YELLOW</b>	<b>YELLOW</b>	<p>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.</p> <p>Current focus of the Project is on Deployment Group #4 which is scheduled to go-live in February 2021. Once this Group goes live, 50% of the colleges will be in production with the PeopleSoft ERP. QA considers this a milestone achievement given all the challenges faced by the ctcLink project since inception.</p>
<b>SBCTC/ Governance</b>	<b>GREEN</b>	<b>GREEN</b>	<p>Project Governance continues to function as intended. Meetings continue to be held remotely and documented.</p> <p>The ctcLink Executive Leadership Committee (cELC) met on January 10<sup>th</sup>. This meeting reviewed overall status of the ctcLink.</p> <p>The ctcLink Project Steering Committee met on January 12<sup>th</sup> and reviewed status of the DG4A that consists of Highline, Edmonds, Wenatchee, and Centralia Colleges. The status review evaluated project readiness, risks and mitigation approaches, and college specific readiness. DG4A is scheduled for implementation in early February. It is important to note that each college must signoff approval on their readiness to go-live. Based on information provided by the ctcLink Project management and the 4 DG4A colleges, the go-live was approved.</p> <p>The ctcLink Project Steering Committee again met on January 26<sup>th</sup> and reviewed status of the DG4B group that consists of the Seattle District and 3 Seattle Colleges. Based on information provided by the Project management and the Seattle District/Colleges, the go-live was approved. The Seattle Chancellor, ctcLink Executive Sponsor, and college Project Manager signed off on their readiness to go-live.</p>

<p><b>Project Management</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>	<p>PMO was focused on the preparations for the February DG4 go-live implementations.</p> <p>The PMO has project teams providing support for the DG5 and DG6 work streams. PMO was also managing implementation of the new 3<sup>rd</sup> party replacement products now included in the project. DG4 College PMs were fully engaged with PMO staff. PMO continues providing additional support to DG5/DG6 PMs as well.</p>
<p><b>Phase Scope</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>	<p>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 only after all colleges are deployed.</p>
<p><b>Schedule Status</b></p>	<p><b>YELLOW</b></p>	<p><b>GREEN</b></p>	<p>The overall DG4 schedule status now is considered GREEN as all colleges have agreed to the February 2021 go-live implementation schedule.</p> <p>As previously reported, in addition to Covid-19, the critical factors include scheduled implementation of the new 3<sup>rd</sup> party products and SBCTC ctcLink Customer Support ability to respond to post-live implementation of the additional 7 colleges.</p> <p>QA recognizes that the ctcLink schedule for DG4B could not be extended without jeopardizing schedules and remaining ctcLink budget for deployment groups DG5 and DG6.</p>
<p><b>Training</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>	<p>Security Training by the Project for DG4 colleges continued in January. QA recognizes that the colleges will continue to struggle with implementing and maintaining role security. SBCTC Customer Support will be working with the deployed colleges to further assist them with role security issues.</p> <p>Additional training to be provided to DG4 colleges post-live. This is intended to cover pain points and additional topics requiring end-user with access to their college production data.</p>
<p><b>Testing</b></p>	<p><b>YELLOW</b></p>	<p><b>YELLOW</b></p>	<p>Testing is considered YELLOW. QA is currently concerned that the 3<sup>rd</sup> party software products (CampusCE, OOAP, and Budgeting/Planning) being implemented into production will be sufficiently tested. Status of these were reviewed by the ctcLink Project Steering Committee on January 26<sup>th</sup> meeting. The User Acceptance Testing (UAT) workstream for DG4 is now considered complete with the exception of DG4B (91% complete as of January 22<sup>nd</sup>).</p> <p>The Project Testing workstream has self-reported as RED in the Project Status Report dated January 15<sup>th</sup>.</p>

			<p>This was primarily due to the testing status of Tuition Calculation. Tuition calculation process has been now tested.</p> <p>Additional testing of Student Financials and Financial Aid were completed by mid-January.</p> <p>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 Project technical team completed the Cycle#5 conversion/dry runs. Some minor changes to the conversion plans have been made to the schedule for go-live.</p> <p>Starting January 28<sup>th</sup>, all DG4 college SMEs will have an opportunity to participate in a dry run validation activity using data from the mock DG4 conversion performed by the project team. This will mimic the activities during go-live weekend and give everyone involved a chance to get familiar with the processes, confirm that everything looks as it should, as well as catch and fix any issues that are uncovered during the dry run validation.</p> <p>Team is currently working closely with the Legacy technical staff and SBCTC IT to prepare for the DG4A implementation conversions.</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>The DG4 Go-live is now scheduled to begin in February. DG4 colleges are very actively engaged with their staffs. QA notes that the DG4 College Presidents have been actively engaged with their PMs/OCMs during the ramp up to the go-live and effective leadership will be key to successful implementations at their colleges.</p> <p>College stress levels are at their highest which is normal as go-live implementation dates are close to happening and the reality sets in.</p> <p>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>The Project Communications team has worked 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</p>

			<p>begins.</p> <p>DG5/DG6 colleges are now also doing OCM related activities that are preparatory to their college implementations. DG5 Business Process Fit Gaps were completed. Local configurations and data conversions are starting for DG5 colleges.</p>
<b>Project Staffing</b>	<b>GREEN</b>	<b>GREEN</b>	<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 and staff is excited about the scheduled go-live for DG4. 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>
<b>SBCTC Customer Support</b>	<b>YELLOW</b>	<b>YELLOW</b>	<p>The SBCTC Customer Support team has now been operational for over 11 months with 10 colleges operational. Once DG4 goes live, 50% of the system colleges will be in production and dependent on the IT Customer Support organization.</p> <p>Although Customer support has added staff and made improvements in procedures and operational processes, QA is concerned that the process of identifying priority support tickets has not been addressed as expected by this time. The volume of support tickets requires a methodology that quickly classifies incoming service requests with information provided by the requesting college.</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.</p> <p>Customer Service team held a meet-and-greet meeting with the DG4 colleges to introduce staff, triage processes, and support responsibilities. It was well attended with over 160 participants from all DG4 colleges.</p> <p>QA considers Customer Support as YELLOW at this time. QA remains concerned that SBCTC still needs to address operational processes, management structure, and long-term staffing as a full-service ERP support services organization once the project has completed implementation of all 34 colleges.</p>
<b>SBCTC Application and Production Services</b>	<b>YELLOW</b>	<b>YELLOW</b>	<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 (7 additional colleges) is implemented with increase in expected workloads.</p>



			<p>Information on the status of Production Support work and target schedules is available on the Support website.</p> <p>Support for Year-end business processes (taxes, federal reporting) for deployed colleges were continuing in January.</p> <p>Like the Customer Support area, the inability to correctly prioritize support tickets is considered a major issue.</p> <p>Technical staff size and expertise 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
Risk Description	1) Low risks may be encountered NO immediate action needed	2) Moderate risks may be encountered Serious deficiency and action item recommended	3) High risks may be encountered Needs to be escalated and can impact project effort or cost

## Additional Quality Assurance Findings

### Governance

- 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 project status, risks/mitigation approaches, customer support and specific college readiness information, including required 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 met 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). At this meeting, the DG4A go-live was approved.
  - The ctcLink Project Steering Committee met 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 was approved by 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 staff managed the Cycle #5 Dry Run for the February DG4 college implementation and the Jan 28<sup>th</sup> Dry Run/Data Validation exercise with the college SMEs/PMs.
- PMO staff prepared the presentation basis for the ctcLink Project Steering Committee meetings held in January. Included DG4 project status, risks/mitigation approaches, and implementation schedules.
- PMO has 1 open position at this time.
- The PMO previously assigned project management responsibility for each of the major new 3<sup>rd</sup> party software products being implemented for the DG2/DG3 colleges. These individuals are also engaged in other DG4 Project areas.
- The PMO assigned manager who is responsible for internal Risk Management has significantly improved reporting and status tracking processes.
- The Requirements Traceability Matrix (RTM) is in process and remains at 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

- QA team considers the Phase Scope as GREEN. Governance is keeping the overall project scope limited to budgeted functionality, and the PMO is cautiously managing changes.
- 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, OOAP, 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 deployed colleges and the DG4 schedule and project/college resources.
- These replacement solutions include:
  - **Continuing Education Solution/Software Product** – UAT now scheduled for 1<sup>st</sup> week of February. Implementation tentatively scheduled depending on vendor and UAT

- testing results. CampusCE will be deployed in two steps. Phase 1 would target February 16<sup>th</sup>. Phase 2 would target April 16<sup>th</sup>. Based on input from the PM, CampusCE will not be ready for DG4 implementation.
- **Online Admissions** – OAAP is a custom solution being provided by Kastech. Training documentation completed. DG2/DG3 User Acceptance Testing Sprints for OAA is underway. OAAP was approved to 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 future deployment.
  - **Planning and Budgeting Cloud Solution (PBCS)** – The project is working with the SBCTC application support team on implementation. DG2 and DG3 colleges in system integration testing and plan to go live February 12<sup>th</sup>. DG4/5 colleges will target January 2022. Dates are based on college use in their budgeting schedule.
  - 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
  - The go-live review and decision for DG4A was held during the January 12<sup>th</sup> Steering Committee. QA based on assessment of progress and risks views the DG4A 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 15, 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 was held during the January 26<sup>th</sup> Steering Committee. DG4B had self-reported their Go-live status as GREEN with YELLOW noted for System Security area that will be closely managed.

1. QA based on assessment of progress and risks views the DG4B as YELLOW. This is primarily given the size and complexity of the Seattle District and 3 Colleges and also ability of the SBCTC IT Customer Support and Technical staff to meet the role security and functional support requirements.
- DG4 Cycle #5/Dry Run was completed and another Dry Run began January 28<sup>th</sup>. This will enable the DG4 College SMEs to participate and validate converted data.
- Weekly scheduling meetings continued with the DG4 College PMs. Check-in meetings were held at the end of each week with DG4 PMs to discuss readiness issues, mitigation approaches, and progress.
- 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 has completed.
    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 participated in their first 2 BPFGE 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 had supported the DG4 UAT Sprints and will be supporting the DG4 go-live production implementation.
- 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

- Testing management will transition from the Functional Project Leads to the PMO Testing Coordinators for the future Deployment Groups.
- 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 was included with the UATs. As reported by the PMO, this area remains problematic for DG4B given organization size and complexity.
- Student Financials.
  - Student Financials will be further tested during the data validation included in the dry run work planned before go-live.

- Dual Processing Financial Aid.
  - Dual Parallel testing with FAM is completed.
  - Interface is confirmed working. Mostly an issue of college understanding where/how data is exchanged between dual PeopleSoft and FAM systems.
- SIT testing for CampusCE, Online Admissions, and Budgeting/Planning was underway in January. UAT is planned for February for DG2/DG3 colleges. Based on results of testing, these solutions will be deployed for the DG2/DG3 colleges. Specific dates are pending due to priority of DG4 work and testing progress.
- The scheduling of multiple Dry Runs being used for the DG4 colleges involves major testing of the conversions processes from legacy systems to the PeopleSoft databases. Prior deployments did not benefit from multiple dry runs. This is a lesson learned that has been factored into the project schedule.

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

- Project technical team works closely with SBCTC IT technical staff, including Legacy team and Production support to ready the environments for testing and installing new software and Deployment Group implementations.
- Technical staff has supported colleges with DG4 cycle data validations.
- Technical team prepared DG4 Cycle#5/dry-run data conversions that are now completed.
- Load testing for DG4 colleges is now completed.
- 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.
- The use of training videos for implementing business process instructions is in question. The use of Clark College “How-to” slides has been gained some traction in OCM work.
- 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.
- 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 continue to be developed to address this area.
- Project has been holding Role Security Support sessions weekly. This was extended to 2X per week and with longer sessions to assist DG4 colleges.

### **SBCTC Customer Support**

- CS still has 2 Sr. Functional Analyst positions to be hired. Interviews were still ongoing in January for these positions.
- A “Meet and Greet” meeting was held 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 has been 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.
- Once implemented for DG2/DG3 colleges, Customer Support team will be responsible for the CampusCE, Online Admissions (OOAP), and Budget Planning (PBCS) solutions.
- 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.

#### **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:** Access to all production and development environments has been reviewed. Appropriate access has been granted to technical environments. This is complete and we would suggest closing this recommendation.
- **NEW QA 0179 Finding:** The Instructor Lead Training and the UAT Sprint schedules were not aligned effectively for DG4.  
**Recommendation:** QA recommends that the Instructor Lead Training and the UAT Sprint schedules be better incorporated into future deployment detail schedules.

## 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:** Director of Customer Support has executed tasks associated with this recommendation. Due to funding restrictions, we are unable to hire a resource to document the changes needed for QC.
- **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:** Since the Application Services works in tandem with Customer Support on a majority of issues, enhancements and upgrades, reporting efforts would closely mimic what is compiled by the customer support team. Instead, we recommend providing monthly feedback on environment performance, maintenance activities, application upgrades, testing/quality assurance activities, security infrastructure modifications, technical support activities, special projects and staff related issues. The January 2021 report will be submitted for review by 2/12/21.
- **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 State Board has successfully reported AFRS information to OFM on a monthly basis since FY 2021 Period1. We continue to make improvements and respond to new reporting requirements. We suggest closing this recommendation. **QA Response:** QA considers this recommendation closed.
- **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 system of 34 colleges. 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. **Latest Update:** The WACTC Executive Committee was informed of the issue and assigned primary responsibility to a committee (OBC partnering with WACTC-Tech) to vet and recommend an action by WACTC during its June 3/4 meeting. Expected resolution on 6/24/2021 with State Board approving the solution as it adopts system FY22 budget and operating fees.

- **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. **Latest Update:** Post Deployment ctcLink governance is being reviewed for ongoing operational planning. SBCTC -IT will be meeting with Commissions and Councils to review existing project governance (Exec. Leadership Committee, Steering Committee, Working Group, Change Mgmt. Board). The Strategic Technology Advisory Committee will also review and provide input to an ongoing governance model. Feedback and Draft model to be reviewed with Commissions, Councils, WACTC during the summer 2021 meetings.

- **NEW QA 0176 Finding:** The processes of managing the prioritization of routing/monitoring incoming support tickets is a QA concern that it was developed in time for the DG4 implementation. Given all her responsibilities, CS Director has not been able to develop these processes.

**Recommendation:** QA believes the Customer Service Director requires additional expertise and support to address this key aspect of an effective support organization. This needs to be addressed immediately.

- **NEW QA 0177 Finding:** Currently with the Deployed colleges and historically with the Legacy system, College Presidents and senior staff routinely communicate serious problems with their applications systems to the SBCTC Deputy Executive Director/CIO without including the ctcLink Customer Support Director. This delays the visibility and elevation of critical problems. It impacts the timely ticket assignment/reassignment of support resources.

**Recommendation:** QA believes the College Presidents should be informed that important issues with implemented ctcLink ERP that are communicated to the SBCTC Deputy Executive Director/CIO also include a copy to both the ctcLink Customer Support Director and to the ctcLink Project Director in case the issue also impacts future deployment groups.

- **NEW QA 0178 Finding:** The current Support Ticketing system used for ctcLink ERP does not produce the metrics required to effectively manage Customer Support operations. This makes it extremely challenging for the Customer Support Director to evaluate and trend the performance of the Customer Support organization.

**Recommendation:** QA recommends that this Support Ticketing system either be replaced or changed to better produce meaningful metrics.

- **NEW QA 0179 Finding:** A Triage Manager position in ctcLink Customer Support is a part-time share with the Project PMO. Once the DG4 colleges are implemented, over 17 colleges will be dependent on the SBCTC IT ctcLink Customer Support organization.

**Recommendation:** QA recommends that the Triage position become full-time staffed with ctcLink Customer Support and the Triage processes be integrated with support ticket prioritization.

## Gate 6 Deliverable Review

QA has not begun reviewing Gate 6 Deliverables.

Gate 6 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.