



ctcLink Project Quality Assurance

Monthly Report – February 2021

Presented to:



**COMMUNITY AND
TECHNICAL COLLEGES**

Washington State Board

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

By:



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Cover Letter

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

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

Sincerely,



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Executive Summary

February saw the successful go-live of the DG4A and DG4B deployment groups, bringing the total colleges live on ctcLink to seventeen. This is a great achievement for the project, college and support teams. Significant hard work has gone in to get the project to this point.

However, QA stresses that much work is still to be done. The project has done a good job of developing repeatable processes that can be used for future deployment groups. As they have seen, though, each deployment group is different and the project team has learned that it needs to be flexible and adapt to the dynamics of each group.

The support organization continues to build its organization and processes. As more colleges go live in the ctcLink environment, the support organization will continue to see increased pressure and need for knowledgeable resources. Managing support customer support tickets takes great effort and solid processes in order to meet the needs of the colleges. Those processes are continuing to be refined. The technical environment itself takes great coordination to remain current with Oracle updates, especially in the midst of the ongoing implementation effort. QA believes that the long-term support staffing needs will continue to grow as more colleges are deployed on ctcLink.

QA also wants to reinforce that colleges in DG5 and DG6 need to continue to work hard and meet the deadlines in the project timeline. The work done by the colleges during this pre-go-live period pays immense dividends during and after the go-live period for everyone – colleges will have an easier time during go-live, the support organization will not be overtaxed, and the project will be able to remain focused on future activities.

QA believes the project is well positioned to come to successful completion next year. It is important that all parties continue to work hard, meet deadlines, and prepare themselves for the tasks ahead.

Project Status Scorecard

The following table summarizes the assessment of each of the critical areas included in the QA review with our focus now on completing Deployment Groups 5 and 6.

ctcLink Project Assessment Scorecard

<u>Project Area</u>	<u>Prior Status January 2021</u>	<u>Current Status February 2021</u>	<u>Overall Comments</u>
Overall	YELLOW	YELLOW	<p>The ctcLink system has now been operational since August 2015. The ctcLink Project is scheduled to complete implementations in early 2022.</p> <p>The Overall Project Status remains YELLOW given the overlapping DG5 and DG6 deployment schedules and project/support resource concerns for completing the remaining 17 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>Deployment Groups 4A & 4B went live in February. 50% of the colleges are now in production with the ctcLink solution. QA considers this a milestone achievement given all the challenges faced by the ctcLink project since inception.</p>
SBCTC/ Governance	GREEN	GREEN	<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 February 26th. The ctcLink Project Steering Committee met multiple times in February to assess the go-live status for DG4. The minutes from these meetings are available.</p>
Project Management	GREEN	GREEN	<p>PMO team was focused in February on the DG4 go-live implementations.</p> <p>The PMO project teams were also providing support for the DG5 and DG6 work streams. PMO was also managing implementation work for the new 3rd party replacement solutions now included in the project scope.</p> <p>DG4 PMs were fully engaged with the PMO and were critical to implementing their respective colleges. PMO continued providing additional support to DG5/DG6 PMs as well. PMO focus is now directed at DG5 and DG6.</p>
Phase Scope	GREEN	GREEN	<p>QA considers the Phase Scope as GREEN. Overall scope includes the new Continuing Education software (CampusCE), the new custom Online Admissions application (OAAP) and Budget/Planning (Oracle BPCS). OAAP and BPCS are now available in production.</p>

<p>Schedule Status</p>	<p>GREEN</p>	<p>GREEN</p>	<p>The schedules for DG5 and DG6 deployments have been developed and will be adjusted as necessary given the overlap of workstream tasks. The project now has 13 months to complete implementation for 17 colleges. QA considers the schedule status as GREEN given the progress made during the DG2/DG3/DG4 implementations.</p>
<p>Training</p>	<p>GREEN</p>	<p>GREEN</p>	<p>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>The training team has now proven its capability to deliver effective training programs for the ctcLink implementations. The challenge will continue to be on the DG5/DG6 colleges to ensure their staffs receive the training in concert with the plans and schedules.</p>
<p>Testing</p>	<p>YELLOW</p>	<p>GREEN</p>	<p>QA now considers the Testing workstream as GREEN. The Project testing team now is focused on DG5. The leadership for this area has improved processes to meet the schedule. There is still a major dependency on the 8 colleges included in scope for DG5 to test their processes and validate their data.</p>
<p>Technical Environment</p>	<p>GREEN</p>	<p>GREEN</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 was heavily engaged in February with the DG4A and DG4B implementations. Some minor changes to the conversion plans were made to the schedule for go-live. The team is now confident in its plans and processes for multiple college, simultaneous implementations. The only constraining factor involves the volume of data to be converted for each college. This requires dividing the deployment groups into sub-groups.</p>
<p>Organizational Change Management (OCM)</p>	<p>GREEN</p>	<p>GREEN</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 implementations were successful and ctcLink is now operational for 17 colleges. Responsibility for these colleges is now in ctcLink Customer Support.</p> <p>QA notes that the DG4 College Presidents were actively engaged with their PMs/OCMs during the ramp up to the DG4 go-live. Effective leadership at</p>

			<p>the colleges is considered key to successful implementations.</p> <p>The Project Communications team worked closely with the College PMs, PIOs, and OCMs during the DG4 implementations.</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>
Project Staffing	GREEN	GREEN	<p>QA currently considers Project Staffing as GREEN. There are no significant project staffing concerns at this time, even with the remote basis of the project.</p> <p>Project morale has remained good. 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. Some adjustments are being made with contract staff.</p> <p>QA is concerned that Project staffing can be maintained sufficiently to complete DG5/DG6 within the next 13 months. The last months of a multi-year ERP project are most challenging to keep the staff as individuals are looking at their next opportunities.</p>
SBCTC Customer Support	YELLOW	YELLOW	<p>The SBCTC Customer Support team has now been operational for over 1 year with now 17 deployed colleges. These colleges are dependent on the IT Customer Support organization.</p> <p>The post-live support approach used for DG4 colleges is considered successful.</p> <p>Although Customer support has added staff and made improvements in procedures and operational processes, doubling the number of colleges after DG5 and DG6 implementations will require substantially more staff and further improvements in support processes. The major challenges of supporting a total of 34 colleges with a single instance, fully integrated PeopleSoft ERP and with interfaced 3rd party software solutions needs to be organizationally recognized.</p>
SBCTC Application and Production Services	YELLOW	YELLOW	<p>QA team considers SBCTC Production/Application Services as YELLOW at this time, as they are still managing the effort required to support 17 colleges in a production environment.</p> <p>Information on the status of Production Support work and target schedules is available on the Support website. A monthly status report for the Production/Application Services was provided to</p>

			<p>the QA team for January and February. The workload on this team needs to be carefully managed.</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	<p>1) Low risks may be encountered NO immediate action needed</p>	<p>2) Moderate risks may be encountered Serious deficiency and action item recommended</p>	<p>3) High risks may be encountered Needs to be escalated and can impact project effort or cost</p>

Additional Quality Assurance Findings

Governance

- Governance is now beginning to address post-ctcLink support organization, staffing, and funding. Plans to address future project work needs to be included in the post-DG6 environment.
- Potential scope for the ctcLink “Optimization Project” is in an early requirements stage.
- Gate 6 Funding was approved by the State OCIO and OFM. Gate 7 Funding preparatory work to begin in April.

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 prepared the presentation basis for the ctcLink Project Steering Committee meetings held in February. Included DG4 project status, risks/mitigation approaches, and implementation schedules.
- The PMO previously assigned project management responsibility for each of the major new 3rd party software products being implemented for the DG2/DG3 colleges. These individuals were also engaged in other DG4 Project implementation areas during February.
- The PMO has an assigned manager who is mentoring the DG5 and DG6 College PMs. This is a very important aspect since the College PMs vary both in skill and Higher Education environment backgrounds.
- The Requirements Traceability Matrix (RTM) remains at 90% complete. QA expects this to be completed now that DG4 is implemented and the 3rd party solutions are now either installed or soon to be.

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.
- These replacement solutions include:
 - **Continuing Education Solution/Software Product** – CampusCE is being deployed in two steps. Phase 1 would now target end of March. Phase 2 would target April. CampusCE was not be ready for DG4 implementation. Based on input from the PM, this project has been resource constrained based on overall priority work in February and has had some vendor integration delays.
 - **Online Admissions** – OAAP is a custom solution being provided by Kastech. Training documentation has been completed. OAAP has now been implemented for ctcLink DG2/DG3 deployed colleges prior to DG4 implementations. OAAP was not be ready in time for DG4. OAAP for DG4 colleges is scheduled for future deployment with DG5 colleges.
 - **Planning and Budgeting Cloud Solution (PBCS)** – The solution is now live with DG2 and DG3 colleges. DG4/5 colleges will target January 2022. Dates are based on college use in their budgeting schedule. Recognizing that this 3rd party software tool requires a high level of expertise to utilize, QA will be recommending that the SBCTC Data Services team develop some budgeting reports to further assist college departments in managing their budgets.
- 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 will be 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.
- **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
 - All 7 DG4 colleges were implemented and now transitioned to the ctcLink Customer Support organization with SBCTC.
- DG5/DG6 Deployment Groups Status
 - All colleges are now routinely reporting status.
 - DG5 overall targeted implementation date is October 2021. Specific dates TBD.
 1. DG5 consists of the following 8 colleges: Bellevue, Bellingham, Big Bend, Everett, Grays Harbor, Green River, Skagit Valley, and Whatcom.
 2. Technical team is evaluating the size and timing of DG5 data conversions to provide PMO with critical information needed to plan go-live implementations.
 3. Expect DG5 will be sub-divided into sub-group to facilitate the data conversion requirements.
 4. DG5 work schedule is now very active.
 - The Business Process Fit Gaps are completed.
 - Data Cycle #2 is now getting ready for college data validations.
 - Planning is underway for Data Cycle #3 scope.
 - Local configuration work is also underway.
 5. Security activities are scheduled to begin in March. Based on lessons learned from previous deployments, this activity needs to be started 7 months before go-live. Colleges need key college security administrators to participate and remain focused on the learning and adoption of PS Security. DG5 College PMs need to be engaged in this process, provide oversight and manage all security deliverables per the timeline.
 6. DG5 College PMs are self-reporting their status as GREEN.

7. To reduce schedule overlap for UAT and Data Validation tasks, PMO is evaluating the restructuring of data validation tasks during UAT Sprint #1.
 8. PMO is reviewing lessons learned to help explain data conditions and validation for use with UAT as it involves cross-departmental transactions.
 9. Bellevue College does payroll processing for 3 other colleges. This represents additional work for the Project team to ensure the ctcLink payroll processes work with this configuration. Issue also impacts HCM role security shared between colleges.
- DG6 Implementation window is currently February 2022. Specific dates are TBD.
 1. DG6 consists of the following 9 colleges: Bates, Clover Park, Columbia Basin, Lake Washington, Renton, Shoreline, South Puget Sound, Walla Walla, Yakima Valley.
 2. DG6 colleges include technical colleges which have some difference in their programs and processes that must be configured.
 3. DG6 colleges had participated in their first 2 BPFG sessions in January. BPFG sessions were put on hold in February and are now restarting.
 4. DG6 colleges were completing the Global Design Adoption (GDA) phase which are self-paced Canvas courses supported remotely by the Project. The DG6 schedule had previously extended the Global Design Adoption (GDA) timeline to three months due to DG4 and DG5 activities.
 5. DG6 College PMs are self-reporting their status as GREEN.
 6. DG6 PM meetings are now being held bi-weekly.

Training

- Training staff were engaged in the DG4 readiness and have been providing post-live support.
- Additional training courses are being delivered post-implementation for DG4 colleges. These courses will cover specific functionality and processes that are not required for immediate operations.
- Additional training content developed for security. Quick Reference Guides are being updated with role security.

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.
- The scheduling of multiple Dry Runs that was used for the DG4 colleges involved 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 DG5/DG6 project schedule.

Configurations/Data Conversions/Environments/Development

- Project technical team worked closely with SBCTC IT technical staff, including Legacy team and Production support, to implement DG4 colleges. Great team effort!
- Technical team is preparing for DG5 Cycle#3 conversions.

- Oracle PUMs were installed in all Project environments.
- Planning now underway for future PS and 3rd party product updates.
- 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 provided support to the DG4 college deployments.
- They have produced a Communications Toolkit, which includes a ctcLink “Student Communications Guide.”
- Communications work continues to expand to meet the challenges of all deployment groups, deployed colleges, and councils/commissions.
- The use of training videos for implementing business process instructions remains in question. The use of Clark College “How-to” slides 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. An Executive Sponsors Guide is now available.
- Given that all 34 colleges are administratively staffed differently, it has been a challenge for implementation of “role security” in their organizations. Additional explanative materials continue to be developed to address this area. The content is available in Canvas now.
- Project has been holding Role Security Support sessions weekly. This was extended to 2x per week and with longer sessions used to assist DG4 colleges. Security activity for DG5 is now starting.

SBCTC Customer Support

- CS now has filled 13 of 14 approved positions.
- CS team has been providing post-go live Web-ex sessions for the DG4 colleges as planned.
- SBCTC continues addressing overall support staffing needs for post-DG6 expected workloads.
- Information regarding future staffing requirements and plans was provided the WACTC-Tech Presidents. A WACTC-TECH sponsored taskforce will be formed to address ctcLink support staffing and funding.
- QA believes there is probably a 10 to 12-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

- 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.
- The Production/Applications Support Director is now providing the QA team with monthly status. This was a previous recommendation by QA. Some excellent information documenting the work planned, underway, and completed is contained in this report. QA will discuss with the Director some additional aspects to be included in the future reports.

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.
- Data Services also works on specific ctcLink support tickets.

Direct Project Recommendations

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

- **QA 0180 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.
- **NEW QA 0181 Finding:** A number of potential future projects/enhancements/3rd party products have been viewed as elements of a “ctcLink Optimization” project.
Recommendation: This potential scope needs to gain traction/support within the WACTC Presidents and ctcLink Governance structure for the ctcLink PS system. It impacts future staffing, organization, and funding post DG6 deployments.

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, 3rd party interface changes, new functionality, testing, and delivered training. There are standard QC processes in use by large ERP support organizations that SBCTC should become familiar with and consider for use. This would move the SBCTC Support organization closer to meeting the SLAs objectives. **Latest Update:** 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 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 3rd 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.

- 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.

- 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.

- 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.

- 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.