ctcLink Project Quality Assurance

Monthly Report – March 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

As QA stated in its last report, we believe 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.

We see a couple of key risks as the project continues to move forward. One of the highest risks we see is the ability of the project to keep key personnel on the project through final deployment. A common situation in projects of this size and complexity is that, as the project nears completion, key resources become concerned about their next opportunity. If project and SBCTC leadership are not focused on providing and communicating opportunity in a timely manner for those key resources, the individuals will assume there is none and will begin to look themselves. The positive side is that project, support and college personnel have all developed important skills throughout the course of the project. The negative side is that it makes those persons very marketable in the labor force. It's important for the project to develop a solid project closure and transition plan, specifically as it relates to key personnel.

Another risk we see, which we continue to highlight, is the development of the support organization and its 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.

Customer support also goes beyond the SBCTC Agency support model. It is important for the remaining colleges to continue to staff their organizations appropriately for go-live and post-go-live activities. In the current environment, funding is always a concern and any negative impact as it relates to staffing could be detrimental as the project nears completion.

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

Project Area	Prior Status February 2021	Current Status March 2021	Overall Comments
Overall	**YELLOW**	**YELLOW**	The Overall Project Status remains YELLOW. QA is concerned of project risks due to the overlapping DG5 and DG6 deployment schedules. The other major project risk involves sustaining critical project staffing for completing the DG6 colleges. The ctcLink Project is scheduled to complete implementations in early 2022. QA is unaware of any other Higher Education system which has attempted to fully deploy all PeopleSoft pillar solutions and associated 3rd party products across the scale of 17 separate colleges in a 12 month timeframe. Even with a functioning solution and implementation processes that have been utilized successfully for 17 colleges already, the remaining implementation schedule is difficult.
SBCTC / Governance	**GREEN**	**GREEN**	Project Governance continues to function as intended. Meetings continue to be held remotely and documented. The ctcLink Executive Leadership Committee (cELC) met on March 25, 2021. The ctcLink Project Steering Committee met multiple times in March to review plans for the DG5 go-live implementation dates and progress on the DG6 deployment activities. The minutes from these meetings are available.
Project Management	**GREEN**	**GREEN**	PMO team was refocused in March on the DG5/DG6 deployments. PMO priority is now the DG5 deployment scheduled for 3 sub-group implementations starting in October 2021. PMO has the unique challenge of working closely with 17 individual college Project Managers and balancing the needs of each Deployment Group within budget, schedule, and scope. PMO is currently managing implementation work for the CampusCE 3rd party replacement solution included in the project scope.
Phase Scope	**GREEN**	**GREEN**	QA considers the Phase Scope as GREEN. The new custom Online Admissions application (OAAP) now in production will be deployed to the DG4 colleges in the summer of 2021. The CampusCE Integration (to PeopleSoft) project has been split into two phases. The majority of deployed colleges will be implemented in April. Phase 2 design phase is underway. It is extremely

			complicated by the many different and creative methods colleges used to market and price the variety of continuing education courses. Target date is dependent on the design work.
Schedule Status	**GREEN**	**GREEN**	QA currently considers the schedule status as GREEN; however, the schedule could be a future risk for DG6 given project and support resources. The schedules for DG5 and DG6 deployments have been developed and will continue to be adjusted as necessary given the overlap of workstream tasks. The DG5 schedule is beginning adjusted for the implementations dates. The need for dividing DG5 implementation into 3 weekends is derived by the processing volumes and time required to convert college data into PeopleSoft. This will also be required for the DG6 deployment group given the number of colleges.
Training	**GREEN**	**GREEN**	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. 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.
Testing	**GREEN**	**GREEN**	QA considers the Testing workstream as GREEN. The Project testing team 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. Good progress has been reported on the college data validations.
Technical Environment	**GREEN**	**GREEN**	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. The Project technical team is now working with the Project functional teams on preparations for DG5 Data Cycle #3 conversions targeted for April. DG6 Data Cycle #2 is scheduled for May.
Organizational Change Management (OCM)	**GREEN**	**GREEN**	Covid-19 has resulted in changes to OCM approaches. The OCM work and Communications associated with the remaining 17 colleges and within 12 months timeframe is particularly challenging for Project staff. QA has previously highlighted that the DG4 College

	GREEN		Presidents were actively engaged with their PMs/OCMs during the ramp up to the DG4 go-live. Effective leadership at the colleges is considered key to successful implementations. The PMO has indicated that DG5/DG6 Presidents and senior staff are very engaged with their colleges ctcLink activity.
			The Project Communications team continues to work closely with the College PMs, PIOs, and OCMs.
			DG5/DG6 colleges are now also doing OCM related activities that are preparatory to their college implementations. Local configurations and data conversions are underway for DG5 colleges. BPFG sessions are underway now for DG6 colleges.
Project Staffing	**GREEN**	**GREEN**	QA currently considers Project Staffing as GREEN; however, this is expected to trend YELLOW as the ctcLink approaches completion. There are no significant project staffing concerns at this time, even with the remote basis of the project.
			QA is very concerned that Project staffing can be maintained sufficiently to complete DG5/DG6 within the next 12 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.
SBCTC Customer Support	**YELLOW**	**YELLOW**	QA considers the ctcLink Customer Support area as YELLOW. The upstaffing of CS personnel needs to be started soon in order to be ready to handle the future anticipated support work post ctcLink project.
			To support 17 deployed colleges, SBCTC Customer Support (CS) team has added staff and made improvements in procedures and operational processes. It is recognized that 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. A WACTC executive taskforce is working on a preliminary approach for funding the expected increase in required CS staffing.
SBCTC Application and Production Services	**YELLOW**	**YELLOW**	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. The complexity of supporting colleges with PeopleSoft Role Security has been difficult in March due to staff loss.
			A monthly status report for the Production/Application Services is available and clearly shows the substantial workload for which this

			team is responsible. The Application and Production Services technical staff size and expertise will need to expand further with addition of DG5/DG6 colleges in 12 months.
SBCTC Data Services	**GREEN**	**GREEN**	QA team continues to consider 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
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

- WACTC-TECH sponsored taskforce now working with SBCTC Executives to address future funding of the ctcLink Support organization. Multiple meetings have been held and with a target date for first reading the end of April.
    - 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. Tentative date set for re-opening the Olympia office is now August 2021.
    - Project staffing most likely will remain remote.
- PMO has drafted Lessons Learned from DG4 and this information to be provided to the ctcLink Project Steering Committee in April.
- Project morale remains good. Focus is on DG5 work; however, staff is concerned about overlapping schedules between DG5 and DG6.
- PMO staff prepared the presentations for the ctcLink Project Steering Committee meetings held in March. Included DG5 and DG6 project status, risks/mitigation approaches, and implementation schedules.
- 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. The RTM is a review of the original scope requirements measured against what has actually been implemented or scoped by governance.

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 now targets an April implementation. The Phase 2 date is dependent on ongoing design work.
    - **Online Admissions (OAAP) –** OAAP is a custom solution being provided by Kastech. OAAP is implemented for ctcLink DG2/DG3 deployed colleges. 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:

- o **Accessibility –** SBCTC IT has responsibility for this area and will be reporting status. SBCTC Executives are escalating Accessibility concerns to Oracle/PeopleSoft.
- o **PeopleSoft Talent Acquisition Module (TAM)-** All Deployed colleges, with the exception of Highline College have adopted and using the Talent Acquisition Management (TAM) module.
- o **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.
- o **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.
- o **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.
- o **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

- QA considers the Schedule as GREEN. QA is concerned that this area will begin to trend YELLOW if Project Staffing losses critical personnel during the next 10-12 months and if SBCTC ctcLink Customer Support teams are not staffed to the level of projected need. ctcLink Project and SBCTC IT management are very aware of this risk.

- DG5/DG6 Deployment Groups Status
  - o All colleges are now routinely reporting status.
  - o DG5 and DG6 PMs have expressed concerns regarding the project scheduling.
    - There are now 17 college PMs being actively involved with their implementations. This is number of PMs is a challenge. College PMs are getting mentoring by the PMO and bi-weekly meetings are being held.
    - The DG5 plan/schedule is being finalized as much as possible. Changes are made to the schedule, some based on lessons learned with DG4. Schedule changes needs to be made in close collaboration with DG5 PMs, utilizing effective communications and a degree of flexibility.
    - PMO has a 90 day, firm schedule for DG6 at this time. Coordinating DG6 colleges are using a 30-day window since this is the best estimate until DG6 Conversion Cycle 2 (May) activities complete in mid- June. An updated schedule will be provided that includes estimated go-live date ranges (subject to future Project Steering Committee approval/decisions). This is the same scheduling timeline in scheduling methodology for prior DGs as it is dependent on Cycle 2 data conversion times.
  - o DG5 overall targeted implementation date begins in October 2021. It has been scheduled over multiple weekends, due to data volumes and conversion processing time constraints. Specific implementation dates for each sub-group (DG5A, DG5B, and DG5C) will be decided at the April 6th ctcLink Project Steering Committee meeting.

- DG5A consists of the following colleges: Grays Harbor, Green River, Skagit Valley.
- DG5A consists of the following colleges: Bellingham, Big Bend, and Whatcom.
- DG5A consists of the following colleges: Bellevue and Everett.
- Technical team evaluated the size and timing of DG5 data conversions to provide PMO with critical information needed to plan the above go-live implementations.
- DG5 work schedule is now very active.
  - Project reports good participation from DG5 college SMEs during Cycle #2 Data Validation effort. Data Cycle #2 college data validations have been completed.
  - Preparations are underway for Data Cycle #3 in April.
  - Local configuration work is underway working with DG5 colleges.
  - Planning for Parallel Testing, SIT, and UAT has begun.
  - Workshop preparations have begun to install DG5 Courses/Classes in DG5 Production environments.
- Security activities are continuing. PMO believes, based on lessons learned from previous deployments, this activity working with the colleges should be started 7 months before scheduled 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.
- As reported in the latest ctcLink Project Status report (March 15-26th), DG5 College PMs are self-reporting their status as GREEN.
- To reduce schedule overlap for UAT and Data Validation tasks, PMO is re-structuring data validation tasks during UAT Sprint #1.
- PMO is reviewing lessons learned to help explain data conditions and validation for use with UAT as it involves cross-departmental transactions.
- 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. This issue also impacts HCM role security shared between colleges.
  - DG6 Implementation window is currently scheduled to begin in February 2022. Specific dates and subgroups will be evaluated once the Data Cycle#2 technical conversions provide the PMO with requirements. DG6 College schedules are also used in the evaluation process by the PMO.
    - DG6 consists of the following 9 colleges: Bates, Clover Park, Columbia Basin, Lake Washington, Renton, Shoreline, South Puget Sound, Walla Walla, Yakima Valley.
    - DG6 colleges include technical colleges which have some difference in their programs and processes that must be configured.
    - DG6 colleges are going through their BPFG sessions. BPFG sessions were put on hold in February and have restarted.
    - DG6 Data Cycle #2 in planning stage.
    - As reported in the latest ctcLink Project Status report (March 15-26th), DG6 College PMs are self-reporting their status as GREEN.
    - DG6 PM meetings are now being held bi-weekly.

Training

- Training staff are now engaged in both DG5 training and continuing to provide CS support.
- Additional training courses were delivered post-implementation for DG4 colleges. These courses will cover specific functionality and processes that are not required for immediate operations.
- Supported DG4-B WebEx sessions - Extension for Substitute Tuition Calculation process.
- Additional training content developed for security. Quick Reference Guides are being updated with role security.
- Other activities include development work for DG5 Key Concepts/ILT trainings and working with Testing team to begin to prep DG5 UAT.

Testing

- Testing management has transitioned from the Functional Project Leads to the PMO Testing Coordinators for the remaining Deployment Groups.
- Project is getting ready to start payroll parallel processing and System Integration Testing (SIT) once the Cycle #3 conversion is complete.
- Planning underway for DG5 UAT and Role Security Sprints.

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

- Communications work continues to expand to meet the challenges of all deployment groups, deployed colleges, and councils/commissions.
- PMO/Communications team is now actively providing support for DG5 and DG6 college deployments.
- PMO 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.
- Continue to support bi-weekly sessions with DG5 PMs.
- Beginning to schedule bi-weekly sessions with the DG6 PMs.
- Planning DG6 monthly small group meetings.
- Scheduling 3 mini sessions with DG5 Financial Aid SMEs on dual processing parallel testing
- Project Management Summit is now being planned for the DG5 and DG6 colleges PMs.
- Role Security activity for DG5 has now started and will be critical for DG5 UAT Sprints.

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 has been working with SBCTC Executives to address ctcLink support staffing and funding.
- QA believes there is probably a 9- to 10-month window for SBCTC IT to begin building and training staff. Some key 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.
- QA remains concerned that the Applications Support team is understaffed and will be challenged with the production implementation of DG5/DG6 colleges in addition to those colleges already deployed.
- The loss of a key security support person has negatively impacted the security technical effort in March.
- The Production/Applications Support Director is now providing the QA team and internal staff 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.

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 colleges.
- Data Services team is working with Burgundy (Managed Services Contractor) to implement a virtual Database solution vs. the 31 separate databases. This approach could have major benefits in reducing ongoing maintenance.
- 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 is also working 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. **Latest Update:** Training and UAT dates have been developed and will be incorporated in to the Project Plan.

- **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. **Latest Update:** ctcLink Project will need to review this recommendation.

- **NEW QA 0182 Finding:** It is QA experience that the last months for a multi-year ERP project has serious challenges keeping critical project staff employed/contracted as they pursue other immediate career opportunities.

  Recommendation: QA recommends that the ctcLink Program Director develop, working closely with SBCTC Executives and implement necessary mitigation activities to keep critical staff on the project until DG6 is fully implemented in 2022.

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: T**he 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:** Recently received approval to have a resource (10 hours a week) work on internal Standard Operating Procedures (SOPs) and to enhance the Service Level Agreements (SLAs).

- **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:** QA was provided the January and February reports from the Director of Application Services / Technical Support. The Director is awaiting QA's feedback to confirm closure of this recommendation. **QA Update:** QA now considers this 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 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:** 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:** 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. **Latest Update:** Recently received approval to have a resource (10 hours a week) work on internal Standard Operating Procedures (SOPs) and to enhance the Service Level Agreements (SLAs).

- **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. **Latest Update:** This has been an extremely limited occurrence. College presidents are aware of the service level agreements/communications and rarely feel the need to escalate. When they do, these issues are immediately shared with the appropriate Directors to ensure communication/escalations are understood. SBCTC believes this recommendation to be closed. **QA Update:** QA now considers this closed.

- **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. **Latest Update:** Customer Support is working on developing Standard Operating Procedures (SOPs) internally, which will assist in enhancing the ability to analyze the data that comes from the ticketing system.

- **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. **Latest Update:** It is beneficial that the Triage position stay, at least a small percentage, working with the project to facilitate the DG5 & DG6 PM meetings. This will increase the effectiveness of the transition to support.

- **NEW QA 0183 Finding:** The Legacy system (data, software, and hardware) will be no longer operationally required once ctcLink is deployed for all 34 colleges and SBCTC. There are substantial cost savings related to software licenses to be achieved. Planning needs to begin to determine how best to sunset the Legacy system.

  Recommendation: QA recommends that the SBCTC IT team work with the Information Technology Commission (ITC) and Data Governance group to plan the steps for sunsetting the current Legacy hardware, software and data once all 34 colleges are using ctcLink.

- **NEW QA 0184 Finding:** The current ctcLink Project staff is concerned regarding future job opportunities within SBCTC IT ERP Support, whether in Customer Support, Applications Services, or Data Services. Some of the Project staff has indicated an interest in continued employment post-ctcLink project. Without opportunity, the staffing for DG6 will be at risk since the project staff will be looking for their next employment opportunities and will leave prior to DG6 completion.

  Recommendation: QA recommends that SBCTC leadership prepare transition strategy and steps to ensure continuity of critical staff within the next 12 months.

- **NEW QA 0185 Finding:** The new Budgeting tool that has been included in scope for ctcLink requires a high level of expertise to use and support. A consultant is being contracted for by the Project to assist colleges with the software product.
  Recommendation: QA recommends that the SBCTC Data Services team develop some budgeting reports to further assist college departments in managing their budgets at the Departmental levels.

- **NEW QA 0186 Finding:** The ctcLink Data Services 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 Data Services and distributed to the deployed colleges and to the Steering Committee that shows workload status, schedule, priorities, staffing concerns, and completed activities.

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 ability of the project to maintain current resources through the end of the project as staff start to consider future employment opportunities as the project nears completion.

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.