



## ctcLink Project Quality Assurance

Monthly Report – September – October 18<sup>th</sup>, 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

The ctcLink Project Steering Committee met in late September to review and approve the go-live implementations for DG5 (consisting of 8 colleges). DG5 consists of 3 deployment sub-groups. The colleges presented their readiness assessments and signoff prior to the Steering Committee meeting. DG5-A went live during this period and early indications are that it has been successful. Colleges were very prepared and support needs were being refocused on more complex capabilities of the system.

Grays Harbor College has been significantly impacted by personnel loss recently. Additional project team support has been planned by the PMO to assist Grays Harbor (DG5-C) during their scheduled implementation. The ERP Support team will be providing extra assistance post go-live for Grays Harbor, also.

SBCTC IT ERP Support has made progress getting additional staff positions filled and will be transitioning staff from the project to handle ongoing expanded ctcLink support. This transition will begin after the completion of DG5 go-live activities.

The State of Washington Governor mandated that all employees and contractors working onsite are vaccinated by mid-October for the Covid Virus. According to the SCTC Executive Director, all SBCTC and contractor staff, including project personnel, are in compliance with this mandate. While this mandate does not appear to have any direct impact on the colleges' project staff, any loss of administrative staff could potentially have an impact on overall operations, which could impact the project. The impacts of Covid will have an ongoing need to be monitored going forward.

There has been significant progress made on replacement solutions over the past several months:

- The custom Online Admissions application (OAAP) is now in production for all 19 deployed colleges, and this application will be implemented with the remaining colleges.
- The Continuing Education solution, CampusCE Phase 1, continued being implemented at deployed colleges. Campus/CE Phase 2 includes college enrollments and payments interface with PeopleSoft. Phase 2 is ready for production and awaits October 19th installation approval from the Steering committee. A Campus/CE Phase 3 is in the early stages and requires development of a statement of work (SOW) before it advances further.
- The Planning and Budgeting Cloud Solution (PBCS) from Oracle is implemented for deployed colleges. Colleges will be using the tool at their own pace. The remaining DGs will go live with PBCS after they go-live and have a substantial amount of finance data in ctcLink.

## 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 implementation of Deployment Groups 5 and 6.

**ctcLink Project Assessment Scorecard**

<u>Project Area</u>	<u>Prior Status August 2021</u>	<u>Current Status Sept. – Oct. 18<sup>th</sup> 2021</u>	<u>Overall Comments</u>
<b>Overall</b>	<b>YELLOW</b>	<b>YELLOW</b>	<p>The Overall Project Status will remain YELLOW until the remaining colleges are implemented with PeopleSoft ERP. Currently 19 colleges have been implemented and 6 more DG5 colleges will go-live within the next 3 weeks.</p> <p>QA assessment is based on ongoing project risks due to the number of DG6 colleges (9) being deployed since colleges continue struggling with staffing issues and reduced enrollments.</p> <p>The major project risk involves sustaining critical project staffing for completing the DG6 colleges. This risk is always present when a major project has only 6 months remaining in the schedule. The Project has continues mitigating this with contractors and staff reassignments.</p> <p>SBCTC IT ERP Support has made progress getting additional staff positions filled and will be transitioning staff from the project to handle ongoing expanded ctcLink support.</p>
<b>SBCTC/ Governance</b>	<b>GREEN</b>	<b>GREEN</b>	<p>ctcLink Project Governance continues functioning as intended. Meetings continue to be held remotely and documented.</p> <p>The ctcLink Project Steering Committee met in late September to review and approve the go-live implementations for DG5 (consisting of 8 colleges). The DG5 consists of 3 deployment sub-groups. The colleges presented their readiness assessments and signoff prior to the Steering Committee meeting.</p> <p>The DG6 implementations will begin in February 2022 and are scheduled to end in early May 2022.</p>
<b>Project Management</b>	<b>GREEN</b>	<b>GREEN</b>	<p>PMO priority focus is the remaining DG5 (B/C) deployments (consisting of 6 colleges) currently underway ending in November.</p> <p>Additional Project support has been planned by the PMO to assist Grays Harbor College (DG5 C) during their scheduled implementation. The ERP Support team will be providing additional assistance post go-live for Grays Harbor.</p> <p>DG6 implementation (consisting of 9 colleges) is scheduled to begin in late February 2022. DG6 is also scheduled for 3 sub-group implementations, each with 3 colleges.</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. The custom Online Admissions application (OAAP) is now in production for all 19 deployed colleges, and this application will be implemented with the remaining colleges.</p> <p>The Continuing Education solution, CampusCE Phase 1, continued being implemented at deployed colleges. Campus/CE Phase 2 includes college enrollments and payments interface with PeopleSoft. Phase 2 is ready for production and awaits October 19<sup>th</sup> installation approval from the Steering committee.</p> <p>A Campus/CE Phase 3 is in the early stages and requires development of a statement of work (SOW) before it advances further.</p> <p>The Planning and Budgeting Cloud Solution (PBCS) from Oracle is implemented for deployed colleges. Colleges will be using the tool at their own pace. The remaining DGs will go live with PBCS after they go-live and have a substantial amount of finance data in ctcLink.</p>
<p><b>Schedule Status</b></p>	<p><b>YELLOW</b></p>	<p><b>YELLOW</b></p>	<p>QA considers the schedule status trending YELLOW. The schedule is risk for DG6 given project resources that are and will be leaving the project. There will be serious impact to the schedule if project leadership is unable to mitigate this impact.</p> <p>The DG5 go-live implementation is underway now. Good progress was made by the DG5 colleges in their User Acceptance Testing, a key prerequisite for their readiness assessments.</p> <p>QA remains concerned that even with Grays Harbor College (GHC) change in their go-live schedule to DG5C, the go-live situation will be challenging. This concern is due to loss of GHC critical staff. This will necessitate additional post-live support required from both the project and ctcLink customer support.</p> <p>Detail planning for DG6 schedules will ramp up once DG5 is fully deployed. The DG6 deployment group will be implemented over three weekends. DG6 Group A colleges will implement at the end of February 2022 and the DG6 Group C implementation is early May 2022.</p>
<p><b>Training</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>	<p>QA considers the Training area as GREEN.</p> <p>Training staff were engaged with supporting DG5 User Acceptance Testing Sprints. The Training staff is now working with the Project and ERP Support for DG5 college post-live activities.</p> <p>The continuing challenge for the DG6 colleges will be to ensure their staffs receive the training in concert with the plans and schedules.</p>

<p><b>Testing</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>	<p>QA considers the project Testing area as GREEN. The Project testing team was focused on DG5. Testing was involved throughout the DG5 activity including new scope components: Campus/CE, OOAP, HCX, and Oracle Updates. The PMO leadership improved testing processes to meet the schedule based on lessons learned. DG6 testing activities by this team will substantially ramp up after DG5.</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. QA considers this area GREEN. The project technical team is currently working with the Project functional teams to complete conversions for the DG5 implementations. The workload increases with the number of colleges already deployed, since conversion weekends require system and data backups for each college. The State Mandate to record/report on Covid Vaccination Status has required new software custom development for both Legacy and ctcLink. DG6 Course Catalog is now in production. DG6 Data Conversion #4 workstream is scheduled for after DG5.</p>
<p><b>Organizational Change Management (OCM)</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>	<p>The volume of project OCM/Communications work increases with the number of colleges. Coordinating the remaining 15 colleges is particularly challenging for Project communications and PMO staff. DG5/DG6 colleges are now fully engaged in OCM related activities that are preparatory to their college implementations. QA remains concerned that the DG6 colleges will have key staff losses that may impact their implementations.</p>
<p><b>Project Staffing</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>	<p>QA considers Project Staffing as GREEN; however, this is expected to trend YELLOW as the ctcLink approaches completion. Project team morale is good with DG5 colleges going live. Critical project staffing losses could accelerate after DG5 implementations and possibly jeopardize the DG6 scheduled deployments. As external career and job opportunities present themselves to Project staff, QA expects some of these individuals will be lost to the project in the final 5 months.</p>
<p><b>SBCTC Customer Support</b></p>	<p><b>YELLOW</b></p>	<p><b>YELLOW</b></p>	<p>QA considers the ctcLink Customer Support area as YELLOW, trending GREEN. The upstaffing of the CS support organization is underway and the majority of positions filled. The current Support Ticket work volume remains</p>

			<p>steady at 500 open tickets. This volume will be increasing now with the 8 DG5 colleges, which is a 25% increase in the installed base.</p> <p>The ctcLink Service Level Agreement (SLA) revision and SBCTC Customer Support management service level processes for use with the SLA are being implemented.</p>
<p><b>SBCTC Application and Production Services</b></p>	<p><b>YELLOW</b></p>	<p><b>YELLOW</b></p>	<p>QA team considers SBCTC Production/ Application Services as YELLOW, trending GREEN, as they are now managing the effort required to support 19 colleges in a production environment. This team has added technical staff/expertise to meet DG5 and DG6 projected workloads.</p> <p>A status report for the Production/ Application Services clearly shows the substantial workload for which this team is responsible.</p> <p>The new Okta identity management program is the responsibility of SBCTC ITD but has required ctcLink project resources. ctcLink deployed colleges had until the end of September to implement.</p> <p>The Online Admissions (OOAP) vendor is working on some accessibility improvement updates. The 2<sup>nd</sup> phase of the custom OOAP is being planned with the vendor and includes enhancements. This will be going to governance for approval.</p> <p>This team is also responsible for Accessibility Issues and SBCTC leadership continues engaged with Oracle on moving forward with SBCTC prioritized PS accessibility improvements.</p>
<p><b>SBCTC Data Services</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>	<p>QA team consider SBCTC Data Services as GREEN. Workload is substantially increasing for this small team with another 19 colleges. The team will be adding staff. This team, besides providing Centralized Data services to SBCTC, has been working with the deployed colleges, supporting Datalink, providing training for PS Queries and supporting additional custom solutions and standard ctcLink reports.</p>

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

- ctcLink Governance is working as planned. Meetings are routinely scheduled and documented.
- Post go-live systemwide governance planning is underway, led by the WACTC Strategic Advisory Committee (STAC). They are gathering input from commissions and councils about how systemwide ctcLink priorities will be set in the future.
- The DG5 Colleges performed a Readiness Assessment and Go-live Signoff by Executive Sponsors in September. The go-live implementation decision aspects were reviewed by the Project Steering Committee for approval.

### PMO and Staffing

- The Project team begins transitioning staff to the ERP Support team once DG5 deployments end in November 2021. Project continues to lose critical personnel, and more are expected after the DG5 deployment ends.
- Project morale remains okay at this time; however, project staff is getting exhausted as the project tempo has accelerated in the final months of the project. Focus remains on DG5 work; however, staff is concerned about workload for deploying the remaining nine DG6 colleges.
  - The transitioning from ctcLink Project staffing to ERP Customer Support organization is an internal major OCM challenge for SBCTC. This transition has impacted project morale and may result in unintended consequences that will need to be carefully managed.
  - PMO continues to evaluate employees/contractors at risk and will work to mitigate the critical risks.
- The PMO continues mentoring the 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) update work is continuing. The RTM is a status analysis of the original ctcLink scope requirements measured against what has actually been implemented or scoped/descoped by governance. The process of RTM review started in June 2021. The Steering Committee will be reviewing descoped items for documented approval as part of the RTM process. The QA team believes the completed RTM should be included within scope of the ctcLink Project Closeout by the PMO.
- The PMO and Project staff continue to work remotely. It is expected that Project staffing will remain remote, with the option to come into the office when it is opened.
- The State of Washington Governor mandated that all employees and contractors working onsite are vaccinated by mid-October for the Covid Virus. According to the SCTC Executive Director, all SBCTC and contractor staff, including project personnel, are in compliance with this mandate. This mandate has however, impacted a number of the DG5 and DG6 colleges, causing the loss of administrative staff.

### Phase Scope

- There are several replacement solutions being managed by the project team, including:
  - **Continuing Education Solution/Software Product** – CampusCE is the 3<sup>rd</sup> party solution for Continuing Education. It is being deployed in multiple stages. Phase 1 has been implemented for all deployed colleges. The Phase 2 integration of student enrollments and payments is ready for Steering Committee approval to install into production for deployed and remaining colleges.

- **Online Admissions (OAAP)** – OAAP, which is a 3<sup>rd</sup> party custom solution replacing a Ciber provided component, and now implemented for all ctcLink deployed colleges. OAAP functionality is included for deployment with DG5/DG6 colleges. SBCTC IT Application Support now has responsibility for supporting OAAP. The Ciber solution was decommissioned.
- **Planning and Budgeting Cloud Solution (PBCS)** – The solution is now live with DG2 and DG3 colleges. Colleges are using this solution at their own pace. DG4/5 colleges are targeting January 2022 for implementation. Implementation dates are based on college use in their budgeting schedule. Recognizing that this 3<sup>rd</sup> party software tool from Oracle requires a high level of expertise to utilize, QA has recommended 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 planned for inclusion in future ctcLink projects. This functionality includes:
  - **Accessibility** – SBCTC IT has responsibility for this area and is reporting status.
  - **Dashboards and Analytics /OBIA** - Timing for inclusion in a specific DG implementation is not available at this time. Most likely this will be worked on post DG6.
  - **Physical Inventory Software Product** - This product scope is now post- ctcLink 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

- QA considers the Schedule as trending YELLOW. QA concern centers around potential project loss of critical personnel during the next 7 months. The ctcLink Project and SBCTC IT management are very aware of this risk. Overall schedule is a derivative of the staffing and workloads. The current evaluated highest area of risk involves the Technical Project staffing area, which requires expertise with data conversions, environments, and complex PeopleSoft software.
- DG5/DG6 Deployment Groups Status
  - DG5 consists of 8 colleges.
    1. Based on the Overall Project Status Report (September 27 to October 8, 2021), the DG5 colleges self- reported their status as GREEN. The exceptions were Everett and Grays Harbor which reported current status as YELLOW. These 2 colleges are in the DG5 Group C which deploys in November. Grays Harbor College is having severe staffing problems and was moved from Deployment Group 5A to 5C to give more time for its personnel to prepare for implementation.
    2. The first DG5 Deployment Group A went live on October 11<sup>th</sup>. This Group consisted of Skagit Valley College and Green River. The last DG5 Deployment Group C goes live on November 8<sup>th</sup>. At this time, 75% of the colleges will have been transitioned from the legacy system to PeopleSoft ERP.

- DG6 consist of 9 colleges.
  1. Based on the Overall Project Status Report (September 27 to October 8, 2021), the DG6 colleges all self- reported their status as GREEN with the exception of Bates which reported current status as YELLOW. Bates College has reported a number of senior positions vacant.
  2. The PMO has now baselined and published the DG6 Master Schedule once DG6 dates were approved. The schedule will be fine tuned once DG5 is fully deployed.
  3. One critical area for DG6 schedule is the Cycle #4 Data Conversion which overlapped with DG5 Go-live implementations. This is a known risk that the PMO continues addressing and mitigating. The Cycle #4 Data Conversion will now happen after DG5 C is deployed.
  4. PMO has developed an updated schedule based on the approved DG6 go-live dates. This is the same scheduling methodology used for prior DG modified with Deployment Group implementations. The schedule will be further refined based on lessons learned during the DG5 deployments.
  5. DG6 PM meetings continue to be held bi-weekly.
- The PMO is using a website dashboard which shows the scheduled (3 weeks) forecast of required meetings for the DG5 and DG6 colleges. This is another project improvement resulting from lessons learned. Involves implementing tool to for transparency and keeping 15 colleges updated with latest meeting schedules for their PMs and SMEs.

### Training

- Training team is now supporting the DG5 colleges as they go-live. Training staff was engaged in both DG5 UAT training and continuing to provide CS support. Team was also working with Testing/Functional analysts to provide Instructor Lead Training (ILT) for DG5 UAT Sprints.
- Additional training content was developed for security. Security training is now a Canvas Course with exercises. Additional improvements made in the training. Quick Reference Guides are being updated with role security.
- Training team continued to update and improve the Organization Business Process Guide documentation for First Week/First Month cross-pillar operations.
- Documentation for the new HighPoint mobile solution HCX has been developed.
- Other activities included development work for DG5 Key Concepts/End User Training which was now being used for DG5 for the first time.
- End user training for DG5 colleges has been underway now since May 2021 and will continue to be supported through completion of DG5C deployments. After this time, DG5 colleges will get additional end-user training support through the ctcLink Customer Support organization.
- Training team next focus will be DG6 Local Security Administrator training and preparing for their involvement with Instructor Lead Training (ILT) for DG6 UAT Sprints.

### Testing

- Testing management transitioned to the PMO Testing Coordinators for the DG6 Deployment.
- Testing team completed pre- implementation testing work for DG5 and is starting to become focused on the DG6 work. Includes DG6 Systems Integration Testing (SIT).
- Materials were updated and prepped for DG6 UAT Testing.

- Continuing Security support for post-live DG5 and DG6.
- Testing support is underway on DG6 Cycle #3 Data Conversions Validation.
- Testing team was involved also with CampusCE Phase 2, HCX, and OOAP testing.

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

- Team was heavily involved in supporting the dry runs for DG5 and now providing post-live support for DG5A colleges.
- Conversion staff are critical to the DG5 go-live implementations. This small staff is responsible for running the data backups for the deployed colleges and adding into ctcLink production the data and configurations for the deploying colleges. This workload occurs over 3 weekends and the volumes of data drive the timing for the conversions.
- DG6 Course Catalog is now in production and data is available for the DG6 colleges to verify.
- Planning is now underway for future PS and 3<sup>rd</sup> party product updates. This is a concern that some updates will need to be scheduled within preparations timeframe for DG6 deployments.
- Technical team supported the DG6 Cycle#3 data conversions. Team will be working on the DG6 Cycle #4 workload for conversions overlap once DG5 work is completed.
- Team also preparing and supporting the DG6 UAT environments.

### **Organizational Change Management/Communications**

- OCM/Communications work currently focused on the DG5 colleges as they implement ctcLink.
- PMO/Communications team continues providing support for DG6 college deployments and is now holding bi-weekly meetings with DG6 PMs/Communications staff.
- PMO has increased the level of communications to the Executive Sponsors to keep them informed, knowledgeable, and fully supportive of their college project related activities. An Executive Sponsors Guide that is now available is being updated.
- PMO continues to make adjustments that are OCM related based on the Lessons Learned. This includes more Workshops, Guides, and noted areas of improvement. PMO will be including OCM/Communications changes based on the lessons learned with the DG5 deployments.
- PMO, Customer Support, and Communication team finalized development of the 90-day post-live guide for use with DG5/DG6 colleges and will help these colleges with the transition to ctcLink.
- PMO supported the DG5 colleges with their readiness assessments using the established processes. PMO is continuing to mentor the nine DG6 PMs.
- Role Security activity support for DG6 is underway and critical for use with DG6 UAT Sprints.

### **SBCTC ctcLink Customer Support (CS)**

- SBCTC IT Division Management continues addressing overall support staffing needs for post-DG6 expected workloads.
- Majority of open positions have been filled and the positions involving transition of project personnel to the Support are waiting for DG5 deployment completion in November.
- The ctcLink Service Level Agreement (SLA) and related Standard Operating Procedures (SOPs) have been reworked to reflect the future centralized ctcLink Support organization model/structure. The SOPs include procedures for processing and prioritizing support tickets. This information to be shared with the colleges. The SOPs are starting to be implemented by the ctcLink Support organization.

- Projected level of support tickets is based on history with the current deployed colleges. Ticket support work remains high. Was holding steady at (+/-) 500 tickets; but with the latest implementation of DG5A colleges, this has increased. The number of tickets is an indicator of support workload; however, tickets vary in priority, level of complexity, resource requirements, and degree of difficulty to resolve.
- Support now providing post-live Web-Ex support sessions for the DG5 colleges.

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

- This technical support group has added staff, including a security specialist. Focus is on open priority ctcLink support tickets.
- Any post ctcLink work (future projects) will require additional technical staffing. QA remains concerned that the Applications Support team will be understaffed and will be challenged with the supporting ctcLink deployed colleges and addressing additional scope requirements.

### **SBCTC Data Services**

- This technical support group will be adding staff.
- 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.
- 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.
- QA has recommended that additional Reports are developed to assist college departments with implementation of the Oracle Planning and Budgeting solution.

### **SBCTC Project Management Office**

- A Director position has been filled and hiring underway for 3 Project Managers. This team will be transitioning from the ctcLink Project upon completion of the DG6 deployments.

## Direct Project Recommendations

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

- **QA 0181 Finding:** A number of potential future projects/enhancements/3<sup>rd</sup> 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. Once Key roles are filled on the IT Support organization as well as the PMO. Projects such as Guided Pathways, Optimizations, Enhancements, Etc will be discussed, evaluated, and prioritized.
- **QA 0187 Finding:** There is increased potential for loss of key personnel during the final month of the project. This could have a serious consequence on the DG5 and DG6 deployments.  
**Recommendation:** SBCTC and the ctcLink PMO will need to identify and backfill most critical positions with part-time consultants since hiring new employees for the project is not practical now. **Latest Update:** At this time, we have 18 project staff that have accepted a long-term role with SBCTC IT and there is potential for another 5 to accept one of the remaining 12 SBCTC IT Positions. At this time, we have only 1 critical project role that we do not have an internal mitigation plan and would need to identify a consultant to take on that role.

## 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:** We have implemented the new SLAs and SOPs (internal), we will be able to use this data to build in some QC , once we have all folks tracking and logging in the ticket system consistently.
- **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:** Staffing plan was approved by WACTC and the State Board. 26 of 28 positions have been filled. The remaining positions are (or will be) posted within the next 30 days. SBCTC will not be contracting with a consulting services firm to evaluate future organization, processes and staffing requirements at this time. This is something we will consider in early FY '23. Please update and close this recommendation. **QA Update:** QA considers this closed.
- **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:** Draft model being discussed at ITC. Governance proposal and plan is still on track to present to WACTC in spring 2022.
- **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:** We have implemented the new SLAs and SOPs (internal), we will be able to use this data to build in some QC , once we have all folks tracking and logging in the ticket system consistently.

- **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:** We have implemented the new SLAs and SOPs (internal), we will be able to use this data to build in some QC , once we have all folks tracking and logging in the ticket system consistently.

- **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. **Latest Update:** Initial planning has begun. Legacy Transcript project implementation is in process. Final data migration platform and access being architected.



## Gate 6 Deliverable Review

QA has reviewed Gate 6 Deliverables.

<b>Gate 6 Deliverables / Description</b>	<b>Artifacts (Documents)/Links</b>	<b>Quality Assurance Moran Technology Consulting Review/Feedback</b>	<b>Date Completed</b>
DG6 - Master Project Plan (Baseline #1)	Restricted access ~ PWA: <a href="https://ctclink.sharepoint.com/sites/pwa/Projects.aspx">https://ctclink.sharepoint.com/sites/pwa/Projects.aspx</a> cDR: <a href="https://sbctc.app.box.com/folder/87524875299">https://sbctc.app.box.com/folder/87524875299</a>	Updated regularly and provided to college PMs. Look aheads are also pulled and provided regularly.	12/1/2020
DG5 - Business Process Fit/Gap Homework Complete	DG5 Milestones Tracking & Readiness google sheet: <a href="https://docs.google.com/spreadsheets/d/14l_5c-TkECgkTMP2h2pYGRWnETTsOcXLWC1PhrsRcJM/edit#gid=419379519">https://docs.google.com/spreadsheets/d/14l_5c-TkECgkTMP2h2pYGRWnETTsOcXLWC1PhrsRcJM/edit#gid=419379519</a>	Made some updates to the process based on DG4 lessons learned feedback - better able to track progress by college.	1/29/2021
DG4 - Data Validation Sign-off	SBCTC Site: <a href="https://www.sbctc.edu/colleges-staff/it-support/ctclink/project-steering-meeting-minutes.aspx">https://www.sbctc.edu/colleges-staff/it-support/ctclink/project-steering-meeting-minutes.aspx</a>  Refer to: January 12, 2021 meeting: ctcLink DG4-A Go Live Readiness Presentation & January 26, 2021 meeting: ctcLink DG4-B Go Live Readiness Presentation  DG4 Milestones Tracking & Readiness google sheet: <a href="https://docs.google.com/spreadsheets/d/1NwvkrYv5H-ZI7-xIPino2Lm8wyOk0H-PJ51Cj4mRYL0/edit#gid=1981670060">https://docs.google.com/spreadsheets/d/1NwvkrYv5H-ZI7-xIPino2Lm8wyOk0H-PJ51Cj4mRYL0/edit#gid=1981670060</a>	Shown at the appropriate executive steering committee as part of go-live decision making process.	1/21/2021
DG4 - Security Mapping Sign-off	Same as DG4 Data Validation Sign-off	Significant tracking shown and most work completed before go-live decision; colleges were accepting of	1/21/2021

		risks associated with those tasks not completed before go-live.	
DG4 - Updated User Acceptance Test Results	Internal stats of completion email referenced.	Data was emailed regularly and colleges had completed most testing before go-live decision.	1/8/2021
DG4 - Go/No Go Readiness Assessment	DG4 Milestones Tracking & Readiness google sheet: <a href="https://docs.google.com/spreadsheets/d/1NwvkrYv5H-ZI7-xIPino2Lm8wyOk0H-PJ51Cj4mRYL0/edit#gid=1981670060">https://docs.google.com/spreadsheets/d/1NwvkrYv5H-ZI7-xIPino2Lm8wyOk0H-PJ51Cj4mRYL0/edit#gid=1981670060</a>	Data was shown (~50 criteria) that was used to determine go-live readiness.	1/26/2021
DG6 - Global Design Review Participation and Adoption Sign-off	Internal stats of completion email referenced.	Data tracked and reported on regularly throughout the design process.	5/31/2021
DG4 - Go-Live Milestone Sign-off Acceptance	Same as DG4 Data Validation Sign-off	Milestones tracked and signed-off throughout the go-live activities.	1/21/2021
DG4 - Lessons Learned Activity	Posted to OCIO Site: <a href="https://waocio.secure.force.com/ProjectDetail?id=a06U000000G3n6VIAR">https://waocio.secure.force.com/ProjectDetail?id=a06U000000G3n6VIAR</a>	Lessons learned information was exhaustive from a collection method and actual data collected. It was whittled down to a manageable level of key lessons learned for presentation.	4/15/2021
All - Requirements Traceability Matrix (RTM)	Moved to Gate #7.	QA has been informed that this has been moved to Gate 7 as a deliverable in alignment with project closeout and final deployment group.	

## 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:

- The ability of the project and colleges to maintain current resources through the end of the project as staff start to consider future employment opportunities. If project staff do leave early and need to be replaced with contractors, there is a direct impact on the project's ability to continue to deliver within budget.
- Ability of ctcLink PeopleSoft Customer Support to be properly staffed and knowledgeable for the future, multi-college deployment groups.
- Continued active engagement of colleges as they begin and continue preparations for future deployment go-lives. Strained budgets, departure of key personnel and remote work environments have increased this risk.
- Covid-19 and its continuing impact on finances and remote working environments.

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.