



ctcLink Project Quality Assurance

Monthly Report – Oct. 19th – Nov. 15th, 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 Overall Project Status will remain YELLOW until remaining colleges are implemented with PeopleSoft ERP. With the recent go-live of DG5, there are currently 25 colleges and the SBCTC agency that have been implemented. As part of continued governance, each of the DG5 Colleges performed Readiness Assessments and Go-live Signoff by Executive Sponsors prior to their deployments. The go-live implementation decision aspects were reviewed by the Project Steering Committee for approval.

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 continued mitigating staff losses with contractors and staff reassignments. SBCTC IT ERP Support has made progress getting additional staff positions filled and is transitioning staff from the project to handle ongoing expanded ctcLink support.

During our most recent discussions, there were three main themes which were brought up repeatedly. QA considers these all key points:

- ctcLink Project and ERP Support team members all have concerns in regards to Bates Technical College's ability to complete DG activities due to lack of available staff. Project Leadership recognizes the need to provide additional assistance to Bates.
- Over the November 6-7th DG5-C go-live weekend, a key ctcLink Project team member passed away. He was a long term and highly valued team member who is being missed by all. The Project team and SBCTC IT staff have been rightfully affected by this happening. The emotional impact on project and support staff will need to be monitored and addressed going forward.
- The project team is excited to be able to focus on only one Deployment Group, instead of 2 or 3 at one time. Not that we believed it has been a recent issue, QA believes this will help overall morale and attitude as the project heads towards project completion. Staff can truly see their hard work leading to successful completion of the implementation.

An area where QA would like to see more progress being made is around post go-live systemwide governance planning. While underway, we would like to see more solidified plans developed to establish the process for vetting ideas and recommendations about new and emerging technology needs and how systemwide ctcLink priorities will be set in the future.

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 Sept. – Oct. 18th 2021</u>	<u>Current Status Oct. 18th – Nov.15th 2021</u>	<u>Overall Comments</u>
Overall	YELLOW	YELLOW	<p>The Overall Project Status will remain YELLOW until remaining colleges are implemented with PeopleSoft ERP. Currently 25 colleges and SBCTC have been implemented. 9 colleges are in the final deployment group. All colleges are scheduled to be deployed by May 2022.</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 continued mitigating staff losses with contractors and staff reassignments.</p> <p>SBCTC IT ERP Support has made progress getting additional staff positions filled and is transitioning staff from the project to handle ongoing expanded ctcLink support.</p>
SBCTC/ Governance	GREEN	GREEN	<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 September and October to review and approve the go-live implementations for DG5 (which consisted of 8 colleges).</p> <p>Project Governance is now directed at the DG6 implementations, which begin in February 2022 and are scheduled to end in early May 2022.</p>
Project Management	GREEN	GREEN	<p>QA considers the Project Management as GREEN. The PMO has been providing effective leadership for the ctcLink Project.</p> <p>PMO priority focus now is the DG6 deployments (consisting of 9 colleges, divided into 3 sub-groups, each with 3 colleges).</p> <p>DG6 implementation is scheduled to begin in late February 2022. Project Management will continue using the processes that have been successful for prior deployments.</p>
Phase Scope	GREEN	GREEN	<p>QA considers the Phase Scope as GREEN. The custom Online Admissions application (OAAP) is now in production for all 25 deployed colleges. It will be implemented with the remaining colleges.</p> <p>The Continuing Education solution, CampusCE, continued being implemented at deployed</p>

			<p>colleges. Campus/CE Phase 2 includes college enrollments and payments interface with PeopleSoft. The Steering Committee approved the Phase II implementation on Oct. 19. Phase II went live on Oct. 25 and ctcLink colleges using CampusCE may self-select when they will implement/use the Phase II functionality.</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>Schedule Status</p>	<p>YELLOW</p>	<p>YELLOW</p>	<p>QA considers the Schedule Status still trending YELLOW due to potential risks. Project leadership was able to maintain adequate staffing for the DG5 implementations.</p> <p>As of this report, the Project team is within days of completing the 2 weeks of post-live support for the DG5-C subgroup.</p> <p>The DG6 schedule, especially the three colleges comprising the DG6-C sub-group, is considered most at risk by the QA team for critical project resources that are and will be leaving the project.</p> <p>The DG6 deployment group will be implemented over three weekends. DG6 Group A, consisting of Shoreline, Renton, and Lake Washington colleges, will implement at the end of February 2022. The last DG6 Group implementation is early May 2022.</p> <p>Detail planning for DG6 schedules has ramped up now that DG5 is fully deployed. User Acceptance Testing Sprint #1 scheduled for early December. Conversion Cycle #4 Validation work is being prepped and scheduled for December 7th.</p>
<p>Training</p>	<p>GREEN</p>	<p>GREEN</p>	<p>QA considers the Training area as GREEN.</p> <p>The Training team, which is an integral part of the SBCTC – ITD Customer Support organization, will be continuing to provide the deployed colleges with post- ctcLink training programs and support.</p> <p>The Training staff is currently working with the Project and ERP Support for DG5 college post-live activities.</p> <p>Training staff will be engaged with supporting DG6 User Acceptance Testing Sprints. 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>Testing</p>	<p>GREEN</p>	<p>GREEN</p>	<p>QA considers the Project Testing area as GREEN. The Project testing team was previously focused on DG5.</p> <p>DG6 testing activities by this team are substantially ramping up.</p> <p>The multi-step Data Validation approach now used for ctcLink deployments involves having the colleges test, review, and confirm the quality of college data and configurations.</p> <p>Systems Integration Testing (SIT) is mostly completed for DG6. User Acceptance Testing (UAT) is being prepped for Sprint #1 which occurs in December. Parallel testing for payroll now underway. Parallel testing for Student Financials and for dual processing of Financial Aid also starting.</p> <p>The PMO leadership has evolved and improved the testing processes based on lessons learned. The quality of testing processes is considered by QA as a success factor for DG6 deployments.</p>
<p>Technical Environment</p>	<p>GREEN</p>	<p>GREEN</p>	<p>QA considers this area GREEN; however, QA is concerned that this small team with their expertise is critical to completing the ctcLink project.</p> <p>The ctcLink Technical Environment is a project work stream that includes data conversions, project environments, and applications.</p> <p>The team was extremely involved completing the data conversions during the DG5 implementation weekends. The schedule tasks and workload increased with the number of colleges already deployed, since data conversions require system and data backups for each college.</p> <p>The team has been prepping project environments for DG6 and is working on the DG6 Cycle #4 Data Conversions.</p>
<p>Organizational Change Management (OCM)</p>	<p>GREEN</p>	<p>GREEN</p>	<p>Project OCM/Communications work continues with the remaining nine colleges. Many of these colleges had opted for the final deployment group and for various reasons. Now these colleges are the last colleges to be deployed.</p> <p>DG6 colleges are fully engaged in their OCM related activities that are preparatory to their college implementations. UAT training of college staff and participation in other college pre-live activities is critical to successful implementations.</p> <p>QA remains concerned that some of the DG6 colleges will have key staff losses that may impact their scheduled implementations. Additional Project support may be required for the few colleges struggling with staffing issues.</p>

Project Staffing	GREEN	GREEN	<p>QA considers Project Staffing as GREEN; however, this could trend YELLOW as the ctcLink approaches project completion. Project team morale is okay now with only one major deployment group remaining.</p> <p>The majority of the project team employees have been offered positions in the SBCTC-ITD ctcLink ERP Support organization. The transition of staff is being managed to minimize impact on the completion of DG6 deployments.</p> <p>Critical project staffing losses during the next 6 months could possibly jeopardize the last DG6 scheduled deployments. PMO is using short-term contractors to replace staff as mitigation.</p>
SBCTC Customer Support	YELLOW	YELLOW	<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.</p> <p>The current Support Ticket work volume has increased from 500 to 650 open support tickets. This volume has increased 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>
SBCTC Application and Production Services	YELLOW	YELLOW	<p>QA considers SBCTC Production/ Application Services area as YELLOW trending GREEN. They are now managing the effort required to support 25 colleges in a production environment. This team has added technical staff/expertise.</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>
SBCTC Data Services	GREEN	GREEN	<p>QA considers SBCTC Data Services as GREEN. Workload has substantially increased for this small team which is now supporting 25 colleges. 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
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

- The 3 tier ctcLink Project Governance structure which was implemented in April 2018 continues 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). The STAC will be reporting to the WACTC -Tech. Ongoing governance mechanism for addressing enhancement decisions and new integrations for ctcLink.
 - STAC will be establishing the process for vetting ideas and recommendations about new and emerging technology needs will come through similar channels as the ctcLink change initiation processes.
 - They are gathering input from commissions and councils about how systemwide ctcLink priorities will be set in the future.
- Each of the DG5 Colleges performed Readiness Assessments and Go-live Signoff by Executive Sponsors prior to their deployments. The go-live implementation decision aspects were reviewed by the Project Steering Committee for approval.

PMO and Staffing

- The Project team began transitioning staff to the ERP Support team once DG5 deployments ended.
- Additional Project support was provided by the PMO to assist Grays Harbor College (DG5-C) during their scheduled implementation. The ERP Support team is now providing additional assistance post go-live for Grays Harbor.
- Project morale remains okay at this time; with 6 months remaining in schedule, staff now can focus on one remaining Deployment group.
 - The transitioning from ctcLink Project staffing to ERP Customer Support organization is an internal major OCM challenge for SBCTC. The majority of the state employees on the project have been offered positions in the SBCTC-ITD ctcLink ERP Support organization.
 - The transitioning of project staff is being managed to minimize serious impact on the completion of DG6 deployments.
 - PMO has evaluated employees/contractors at risk and will work to mitigate the critical risks. This will continue until the ctcLink deployment project is complete.
 - Some employees and contractors have already informed the PMO that they will be leaving after DG6 is deployed.
 - 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 PMO as a planned OCM activity will continue to provide senior PM project staff to mentor the DG6 College PMs. This mentoring will include 1-on-1 meetings with the Project Managers as well as Subgroup meetings. This is a very important aspect since the College PMs vary both in project management skills and experience working in Higher Education.
- The Requirements Traceability Matrix (RTM) update work is continuing. The process of RTM review started in June 2021. The Steering Committee is responsible for reviewing descope 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.

Phase Scope

- There are several replacement solutions being managed by the project team, including:

- **Continuing Education Solution/Software Product** – CampusCE is the 3rd 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 was approved by the Steering Committee for installation into production. A few colleges have or are planning to implement the Phase 2 component. A Phase 3 scope is being evaluated and is dependent on budget.
- **Online Admissions (OAAP)** – OAAP, which is a 3rd 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 Online Admissions vendor is working on some accessibility improvement updates. The 2nd phase of the custom OOAP is being planned with the vendor and includes in scope enhancements. This will be going to governance for approval.
- **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 3rd 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 6 months. The ctcLink Project and SBCTC IT management are very aware of this risk. DG6 project 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.
- DG6 Deployment Groups Status
 - **DG6 consists of 9 colleges.**

1. Based on the Overall Project Status Report (October 25- Nov 5, 2021), the DG6 colleges all self-reported their status as GREEN with the exception of Bates Technical College which reported current status as YELLOW. Bates Technical College has reported a number of senior positions vacant.
2. One critical area for DG6 schedule is the Cycle #4 Data Conversion which previously overlapped with DG5 Go-live implementations. This was a known risk that the PMO continued addressing and mitigating. The Cycle #4 Data Conversion technical work is now underway since DG5-C was deployed.
3. Factors being considered by the PMO include the relatively big schedule gap between DG6-A/DG6-B and the final DG6-C deployments; also the DG6-C colleges will be getting into Year End Financial processing at the time they are scheduled to deploy.
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 colleges are working closely with the Project Security team to setup their role security assignments that will be extremely important as the colleges enter their UAT Sprints.
6. DG6 colleges are gearing up for UAT Sprint #1 which is scheduled for beginning on December 13th. UAT progress for each college will be tracked by the PMO.
7. DG6 PM meetings continue to be held bi-weekly.
8. The Project Schedule has been adjusted to consider the November, December, and January annual holidays as it impacts the Project team employees, SBCTC ERP Support and the staffs at the DG6 colleges.
 - The PMO is using a website dashboard which shows the scheduled (3 weeks) forecast of required meetings for the DG6 colleges. This is another project improvement resulting from lessons learned and was used for DG5. Involves implementing tool for transparency and keeping the 9 colleges updated with latest meeting schedules for their PMs and SMEs.

Training

- Training team has maintained/updated the Training and Reference materials and this activity will continue once the ctcLink project is completed.
- DG5 colleges will get additional end-user training support through the ctcLink Customer Support organization. Training team continued to update and improve the Organization Business Process Guide documentation for First Week/First Month cross-pillar operations.
- Training team is currently providing post-live support for the DG5 colleges. 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. Post-live ILT is planned for DG5 colleges to cover additional business processes.
- 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 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 previously transitioned to the PMO Testing Coordinators for the DG6 Deployment.
- Testing team to be fully focused on the DG6 work. Includes DG6 Systems Integration Testing (SIT).
- Materials were updated and being prepped for DG6 UAT Testing.
- DG6 Payroll parallel testing underway.
- Parallel testing for Student Financials has started with kickoff workshop held on October 28th.
- Testing for dual Financial Aid processing (FAM and PeopleSoft) walkthrough held with DG6 college SMEs.
- Testing support for college SMEs was underway on DG6 Cycle #3 Data Conversions Validation.
- Testing team continued involved with testing CampusCE Phase 2, HCX, and OOAP.

Configurations/Data Conversions/Environments/Development

- Team was heavily involved in DG5 and now focusing on DG6.
- Conversion staff were critical to the DG5 go-live implementations. This small staff was 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.
- DG6 Employee/IDs are also now in production.
- Technical team supported the DG6 Cycle#3 data conversions. Team now working on the DG6 Conversion Cycle #4 workload for conversions. As of November 17th, the technical conversions were underway.
- Technical team now preparing and supporting the DG6 UAT and multiple test environments.
- Given the 6 months left in the ctcLink Project, a management plan was agreed to and now being followed by SBCT-ITD to limit any production changes to technical environments, including PeopleSoft updates and 3rd party products.

Organizational Change Management/Communications

- OCM/Communications work is now focused on the DG6 colleges.
- College Executive Leadership is a key critical success factor for any college implementing an ERP system like PeopleSoft. This has been repeatedly demonstrated with the colleges already deployed.
- The WACTC Presidents as a collective organization of college presidents is also a driving force for the PeopleSoft Project. The 3 tier Governance Structure being used today for ctcLink re-addressed the role of system-wide leadership in transforming the colleges with new improved business processes. The series of Common Business Process workshops sponsored by the WACTC were important from an overall OCM perspective.
- PMO is maintaining increased 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 has been updated.
- PMO/Communications team continues providing support for DG6 college deployments and is holding bi-weekly meetings with DG6 PMs/Communications staff.
- PMO since DG2 has continued to make adjustments that are OCM related based on the Lessons Learned after each deployment. 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 has finalized development of the 90-day post-live guide for use with DG6 colleges and will help these colleges with the transition to ctcLink.
- PMO is continuing to mentor the nine DG6 PMs. A senior PM from the PMO will be holding 1-on-1 mentoring sessions with each College PM.
- 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. Transitioning has started; however, Project work is still the priority for Project personnel who transitioning to Customer Support. Some Project personnel will remain full-time with the project until completion of the DG6 deployments in May.
- 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. The pre- DG5 ticket count was holding steady at (+/-) 500 tickets; but with the latest implementation of all DG5 colleges, this has increased to over 650 tickets. 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 all 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.
- 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 be 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 staffing other positions are underway. Staffing to come from the current Project PMO. 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/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. 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, 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:** 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 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.

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 added number of colleges to support.
- 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 are 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.