



## ctcLink Project Quality Assurance

Monthly Report – Nov. 15<sup>th</sup> – Dec. 31<sup>st</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

Overall, the project remains in good position to successfully implement the last deployment group, completing the project on-time and within budget.

The major project risk continues sustaining critical project staffing for completing the DG6 colleges. This risk is always present when a major project has only 5 months remaining in the schedule. The Project continues mitigating staff losses with contractors and staff reassignments. Project management is currently addressing recent project loss of critical technical resources and is reassigning staff to mitigate any conversion schedule impact to the DG6-A implementation.

DG6 Group A, consisting of Shoreline, Renton, and Lake Washington colleges, will implement at the end of February 2022. College User Acceptance Testing Sprint #1 and Data Conversion Cycle #4 Validation work was underway in December. DG6-A colleges are making good progress.

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.

The upstaffing of the Customer Support organization is underway and the majority of positions filled. Some of these positions are now transitioned from the Project. The Customer Support Director has made supervisory changes, adding 2 Associate Directors, one each for Campus Solutions Core and Student Financials.

Production change management and code freezes have been an area of concern for QA and the Project. Other than critical bug fixes, a code freeze now exists until after DG6 is fully deployed to minimize project schedule impact.

## 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 Group 6 A.

**ctcLink Project Assessment Scorecard**

<u>Project Area</u>	<u>Prior Status</u> <u>Oct. 18<sup>th</sup> – Nov.15<sup>th</sup>,</u> <u>2021</u>	<u>Current Status</u> <u>Nov.15<sup>th</sup> – Dec. 31<sup>st</sup>,</u> <u>2021</u>	<u>Overall Comments</u>
<b>Overall</b>	<b>YELLOW</b>	<b>YELLOW</b>	<p>The Overall Project Status will remain YELLOW until remaining nine colleges are implemented with PeopleSoft ERP. All colleges are scheduled to be deployed by May 2022.</p> <p>The major project risk continues sustaining critical project staffing for completing the DG6 colleges. This risk is always present when a major project has only 5 months remaining in the schedule. The Project continues mitigating staff losses with contractors and staff reassignments.</p>
<b>SBCTC/ Governance</b>	<b>GREEN</b>	<b>GREEN</b>	<p>QA considers the Governance structure as GREEN as it continues functioning as intended. Meetings continue to be held remotely and documented.</p> <p>Project Governance is now directed at the DG6 implementations, which begin in February 2022 and scheduled to end in early May 2022.</p>
<b>Project Management</b>	<b>GREEN</b>	<b>GREEN</b>	<p>QA considers the Project Management as GREEN. The PMO has been providing effective leadership for the ctcLink Project.</p> <p>PMO focus now is the DG6 deployments (consisting of 9 colleges, divided into 3 sub-groups, each with 3 colleges).</p> <p>Project management understands the major risk to the project now is maintaining staff until the last colleges are deployed.</p> <p>Project management is currently addressing recent project loss of critical technical resources and is reassigning staff to mitigate conversion schedule impact to the DG6-A implementation.</p>
<b>Phase Scope</b>	<b>GREEN</b>	<b>GREEN</b>	<p>QA considers the Phase Scope as GREEN. The original Project Scope changed with Governance approval to include replacement PeopleSoft application software/functionality. Replacement solutions are now implemented for deployed colleges. This scope change resulted in ongoing budget impact.</p>
<b>Schedule Status</b>	<b>YELLOW</b>	<b>YELLOW</b>	<p>QA considers the Schedule Status trending YELLOW due to potential risks. PMO is now working one schedule for the remaining deployment group. The DG6 project baseline schedule is being closely monitored/adjusted for</p>

			<p>real-time needs.</p> <p>Project leadership has now lost some key technical staff. The PMO is making minor schedule changes/staff reassignments to mitigate the loss due to possible impact on the DG6 schedule.</p> <p>DG6 Group A, consisting of Shoreline, Renton, and Lake Washington colleges, will implement at the end of February 2022.</p> <p>College User Acceptance Testing Sprint #1 and Data Conversion Cycle #4 Validation work was underway in December. DG6-A colleges are making good progress.</p>
Training	GREEN	GREEN	<p>QA considers the Training area as GREEN. The Training staff is currently working with the Project, supporting DG6 User Acceptance Testing Sprints with Instructor Led Training sessions.</p> <p>The Training team is continuing to actively participate in customer support for deployed colleges.</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>
Testing	GREEN	GREEN	<p>QA considers the Project Testing area as GREEN. Project testing team is now fully focused on DG6. Testing processes have evolved and improved based on lessons learned from the prior deployments.</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 completed for DG6. User Acceptance Testing (UAT) Sprint #1 is underway. Parallel testing for payroll is completed. Parallel testing for Student Financials and for dual processing of Financial Aid has completed for all DG6 colleges.</p>
Technical Environment	GREEN	GREEN	<p>QA considers this area GREEN, now trending YELLOW. QA has been concerned that this small team with their expertise remains critical to completing DG6 implementations. The team has now lost 2 key staff and PMO is reassigning technical members to help mitigate.</p> <p>The schedule tasks and workload has increased with the number of colleges already deployed, since data conversions require system and data backups for each college. The conversions are now most critical.</p>

			This team has been installing/maintaining DG6 project environments; and supporting the DG6 Cycle #4 Data Conversions. Focus is on DG6-A Cycle #5 Dry Run conversions.
<b>Organizational Change Management (OCM)</b>	<b>GREEN</b>	<b>GREEN</b>	<p>Project OCM/Communications work continues with the remaining nine colleges. These colleges are the last colleges to be deployed. They are benefitting from the OCM processes made with previous deployed colleges.</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>
<b>Project Staffing</b>	<b>GREEN</b>	<b>GREEN</b>	<p>QA considers Project Staffing as GREEN; however, this could trend YELLOW as the ctcLink approaches project completion. Project team morale is okay.</p> <p>Critical project staffing losses during the next 5 months could possibly jeopardize the DG6 scheduled deployments. PMO is not adding additional staff/contractors at this time. PMO is reassigning work of current staff and contractors to mitigate staff leaving the project.</p> <p>Majority of project team employees were offered positions in the SBCTC-ITD ctcLink ERP Support organization. The staff transition has started and is being managed by the PMO to minimize impact on DG6 deployments.</p>
<b>SBCTC Customer Support</b>	<b>YELLOW</b>	<b>YELLOW</b>	<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. Some of these positions are now transitioned from the Project.</p> <p>The Customer Support Director has made supervisory changes, added 2 Associate Directors for CS Core and for Student Financials.</p> <p>The Support Ticket work volume is at 600+/- open support tickets. An estimated 50% of these tickets await information from the colleges.</p> <p>The ctcLink Service Level Agreement (SLA) revision and SBCTC Customer Support management service level processes (SOPs) for use with the SLA continue to be implemented.</p>



<p><b>SBCTC Application and Production Services</b></p>	<p><b>YELLOW</b></p>	<p><b>YELLOW</b></p>	<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 and is still in process of hiring staff. Production change management and code freezes have been an area of concern for the Project. Other than critical bug fixes, a code freeze now exists until after DG6 is fully deployed to minimize project schedule impact.</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 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
<p><b>Risk Description</b></p>	<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

- The current 3 tier ctcLink Project Governance structure which was implemented in April 2018 continues working as planned. Meetings are routinely scheduled and documented.
- The focus of Governance is now directed at completion of the PeopleSoft implementation for remaining colleges.
- Post go-live systemwide governance planning is underway, led by the WACTC Strategic Advisory Committee (STAC). The STAC is reporting to the WACTC -Tech. Objective for the STAC is structuring an ongoing governance mechanism for addressing enhancement decisions and new integrations for ctcLink.
  - STAC is 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.
  - In the next STAC meeting, they will be doing more use-case scenarios and running those through the current and future-state of ctcLink governance to find other opportunities for improvement.
  - STAC has invited ctcLink Working Group members to their January meeting to get their perspective and insight of what is needed in the future-state governance model.
- Currently there are starting conversations within SBCTC senior leadership regarding need for a post DG stabilization period for all the 34 deployed colleges, and prior to starting another major project. There is also recognition that current business processes as implemented may need tuning for operational efficiency at the colleges.
- The State OCIO consultant assigned to the ctcLink Project has indicated that that OCIO is impressed by the ctcLink Project with the real-time improvements and accomplishments. The OCIO still expects all colleges to be implemented with PeopleSoft before the project completes.

### PMO and Staffing

- DG6A implementation is scheduled to begin in late February 2022
- Project morale remains okay at this time; with 5 months remaining in schedule, PMO and project staff now can focus on one remaining Deployment group.
- The PMO is using the processes and approaches that have evolved and been successfully used for the previous implementations.
- The transitioning of state employees from the ctcLink Project to the ERP Customer Support organization is now underway.
  - The transitioning of project staff is being managed to minimize serious impact on the completion of DG6 deployments.
  - Transition of staff is an internal major OCM challenge for SBCTC. The majority of the state employees on the project were offered positions in the SBCTC-ITD ctcLink ERP Support organization but the pay scale for the ERP Support positions can be significantly lower than the project.
  - PMO continues evaluating status of employees/contractors at risk and is working 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 Project has now recently lost 2 key technical personnel. Both individuals have been especially critical to performing the college data conversions. The PMO is now implementing reassignment of technical staff to mitigate project schedule impact and the ctcLink Deputy Project Director will be closely supervising the conversion work.
- 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 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. It is important to note, RTM work is considered by QA as significantly lower in overall project priority than successfully completing scheduled tasks leading to the DG6 deployments.

### Phase Scope

- The original ctcLink Scope included major application solutions acquired with the PeopleSoft ERP that later were considered inferior and colleges requested these be replaced. The Scope changed with Governance approval to include the replacement PeopleSoft application requires development of a statement of work (SOW) before it advances further software/functionality. The PMO has since incorporated these into the overall ctcLink ERP scope. These are now being implemented for deployed colleges. The replacement solutions being managed by the project team, include:
  - **Continuing Education Solution/Software Product** - CampusCE is the 3<sup>rd</sup> party solution for Continuing Education. It has involved a multiple stage implementation. 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 future Phase 3 scope is being evaluated, requires development of a statement of work (SOW) and is dependent on future budget. Likely to be delivered post-DG6 go-live.
  - **Online Admissions (OAAP)** - OAAP, which is a 3<sup>rd</sup> party custom solution replacing a Ciber provided component, and now implemented for all 25 ctcLink deployed colleges. OAAP functionality is included for deployment with DG6 colleges. SBCTC IT Application Support now has responsibility for supporting OAAP. The Online Admissions vendor is working on some accessibility improvement updates. The 2<sup>nd</sup> phase of the custom OOAP is being planned with the vendor, includes enhancements. Additional OOAP functionality is being made at this time.
  - **Planning and Budgeting Cloud Solution (PBCS)** - The solution is now live for all deployed colleges. Colleges are using this solution at their own pace. Implementation dates are based on college use in their budgeting schedule. The DG6 colleges will go live with PBCS after they go-live and have a substantial amount of finance data in ctcLink.
- 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** - 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. date for this has been established.

### Schedule

- QA considers the Project Schedule as trending YELLOW. QA concern centers around potential project loss of critical personnel during the next 5 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 Group Status consisting of 3 Sub-Groups.
  - Subgroup Status based on the Overall Project Status Report (October 25- Nov 5, 2021)
    1. DG6-A goes live February 28<sup>th</sup>. Renton Technical College and Lake Washington Technical College colleges self- reported their status as GREEN and Shoreline reported current status as YELLOW. DG6-A is making good progress.
    2. DG6-B goes live April 25<sup>th</sup>. Walla Walla and Clover Park colleges self- reported their status as GREEN and Columbia Basin reported current status as YELLOW. DG6-B is making progress and keeping up with the schedule.
    3. DG6-C goes live May 9<sup>th</sup>. Yakima Valley and South Puget Sound colleges self- reported their status as GREEN and Bates Technical College reported current status as YELLOW. DG6-C is making progress. Bates Technical College has reported a number of senior positions vacant.
  - One critical area for DG6 schedule is now the Cycle #5 Data Conversion for DG6-A. As noted, the loss of the key conversion technical staff will be challenging for the project team members that have been re-assigned responsibilities for the conversion work.
  - Factors being considered by the PMO include the relatively big schedule gap between DG6-A/DG6-B and the final DG6-C deployments. The DG6-C colleges will be getting into Year End Financial processing at the time they are scheduled to deploy.
  - 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 has now been further refined based on lessons learned during the DG5 deployments.
  - 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.
  - DG6 colleges are now working on UAT Sprint #1 which began in December. UAT progress for each college will be tracked by the PMO.
  - The PMO is using a website dashboard which shows the scheduled (3 weeks) forecast of required meetings for the DG6 colleges. Involves 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 have received 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 has been supporting DG6 Local Security Administrator training and involved with Instructor Lead Training (ILT) for the DG6 UAT Sprints.
- CS-Core team has been providing DG6 Colleges with a number of Production Workshops that included Degree Auditing and Enrollment Requirements. Another Production Workshop for Transfer Credit Rules scheduled for late January.

### **Testing**

- Systems Integration Testing (SIT) is completed.
- Testing materials were updated and are being used with the DG6 UAT Sprint Testing.
- User Acceptance Testing (UAT) Sprint #1 has been underway since mid-December and CS-Core has indicated that a low number of issues being reported by the college SME's. UAT Sprint #2 starts in January.
- DG6 Payroll and Student Financials parallel testing has completed.
- Testing for dual Financial Aid processing (FAM and PeopleSoft) has completed for all DG6 colleges.
- Testing supported for DG6 college SMEs with their Cycle #4 Data Conversions Validations.
- Testing team continued to be involved with testing CampusCE Phase 2, HCX, and OOAP.

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

- Team is now complexly focused on the DG6-A Cycle 5 Conversions and Mock Dry Run weekend.
- Conversion staff were critical to the previous 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.
  - With the loss of the 2 key employees who were involved with the data conversions, the conversion run books are now being updated and additional documentation produced for the future DG6 conversion weekends.
- 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 completed the DG6 Conversion Cycle #4 conversion workload.
- Technical team prepared and have been supporting the DG6 UAT and multiple test environments.
- Given the 5 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 3<sup>rd</sup> party products.

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

- OCM/Communications work is now focused on the DG6 colleges.
- College Executive Leadership has been a key critical success factor for the deployed colleges
- PMO produced the Lessons Learned document from the DG5 deployments and this is now posted on the State OCIO website.
- PMO continues maintaining increased level of communications to the Executive Sponsors to keep them informed, knowledgeable, and fully supportive of their college project related activities.



- 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 is 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 is 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.
  - Transitioning employees has started; however, project work is still the priority for project personnel who are transitioning to Customer Support.
  - Some project personnel will remain full-time with the project until completion of the DG6 deployments in May.
- Currently planning for a Meet-and-Greet Meeting in early February with DG6-A colleges.
- Customer Support has been holding Weekly “Open Sessions” per Pillar area for DG5 colleges. Given on-line attendance levels, Customer Support is now requesting each college PM submit a list of questions prior to these session in order for answers to be prepared in advance for each question. This is based on real-life lessons learned by the Customer Support team.
- 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 will 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 current ticket count is holding steady at (+/-) 600 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**

- Current focus is on open priority ctcLink support tickets.
- The technical support group has added staff, including a security specialist. Transitions pending.
- Recently lost their “test automation” person. Will be recruiting replacement.
- Currently in process of hiring position of Integration Engineer.
- 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 from the ctcLink Project 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. Hiring of Technical Project Manager position is open.

## 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, 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 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 proposal was presented at cELC.
- **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:** QA process may be built out in the future.
- **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:** QA process may be built out in the future.
- **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:** Legacy Transcript project implementation is in process. Final data migration

platform and access being architected. Final data migration and Legacy System shutdown will occur in December 2022/January 2023. Archived data and access will begin in early 2022. Please update and close this recommendation. **QA Update:** QA considers this closed.

## 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.