



## **ctcLink Project Quality Assurance**

### **Monthly Report – February 2022**

*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 the remaining six colleges are implemented with the ctcLink solution. All colleges are scheduled to be deployed by May 2022. The major project risk continues to be sustaining critical project staffing for completing the DG6 colleges. This risk is always present when a major project has less than 3 months remaining in the schedule but, in these tough financial times, the risk is highlighted for the colleges as they respond to loss of resources on what seems to be a regular basis.

Bates Technical College seems to be especially challenged in meeting its deliverable timelines for a variety of reasons. The ctcLink project team has become more involved recently and Bates has made significant progress in UAT results. While still a major concern, QA believes that Bates will have a successful go-live but there remains a significant amount of work to make that happen.

The future state model for post go-live governance has seen progress being made in recent weeks. While not finalized, it is believed that a good framework has been established from which additional input can be used to complete the solution. This model will be presented to the project Steering Committee and Executive Leadership Committee in March.

## 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 January 2022</u>	<u>Current Status February 2022</u>	<u>Overall Comments</u>
<b>Overall</b>	<b>YELLOW</b>	<b>YELLOW</b>	<p>The Overall Project Status will remain YELLOW until remaining 6 colleges are implemented with PeopleSoft ERP. All colleges are scheduled to be deployed by May 2022.</p> <p>The primary risk involves sustaining critical staffing until the project is completed. This risk is always present when a major project has a few months remaining in the schedule. ctcLink Project Management continues mitigating staff losses with contractors and staff reassignments.</p> <p>The other risk involves the ability of the one or two of the remaining smaller colleges to be ready to implement ctcLink given local project leadership and staffing challenges.</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 remaining DG6 implementations.</p> <p>Post-ctcLink deployment requires a new Governance structure to ensure ongoing management of enhancements and future related projects.</p>
<b>Project Management</b>	<b>GREEN</b>	<b>GREEN</b>	<p>QA considers the Project Management as GREEN. The ctcLink PMO is providing effective leadership for the ctcLink Project and maintaining key staff until the last colleges are deployed.</p> <p>Project management and staff is prepping the Go-live Readiness Assessments/Decision packages for the DG6B and DG6C deployments.</p>
<b>Phase Scope</b>	<b>GREEN</b>	<b>GREEN</b>	<p>QA considers the Phase Scope as GREEN. Replacement solutions are now implemented for deployed colleges. Scope change resulted in ongoing budget impact.</p>
<b>Schedule Status</b>	<b>YELLOW</b>	<b>YELLOW</b>	<p>QA considers the Schedule Status as YELLOW due to DG6 deployment risks.</p> <p>As of this QA report, PMO and key staff indicate all is going okay for the 3 colleges in the DG6-B deployment target date.</p> <p>DG6-C deployment risk involves the OCM/readiness of Bates Technical College.</p>

<p><b>Training</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>	<p>QA considers the Training area as GREEN. The Training staff was working with the Project, supporting DG6 User Acceptance Testing Sprints with Instructor Led Training sessions. UAT was completed for majority of DG6 Colleges on February 18<sup>th</sup>. As reported by the PMO, all but 1 of the 9 DG6 colleges was able to complete the majority of their UAT work.</p> <p>The Training team continues to actively participate in customer support for deployed colleges.</p> <p>The continuing challenge for the DG6 B/C colleges will be to ensure their staffs have been trained and are now ready to implement ctcLink.</p>
<p><b>Testing</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>	<p>QA considers Testing as GREEN. Project testing team is focused on DG6. Testing processes have evolved and improved based on lessons learned from the prior deployments.</p> <p>The Mock Conversion Cycle #5 work will be underway in March and is a key test of the technical conversions as well as a final data validation of college readiness to go-live.</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><b>Technical Environment</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>	<p>QA considers this area GREEN. QA has been concerned that this small team with their expertise remains critical to completing DG6 implementations. The team has performed well with the DG6-A work given the loss of staff.</p> <p>Data conversions are most critical activities during deployment weekends. Team has been installing/maintaining project environments and is supporting the DG6 Data Conversions.</p> <p>One QA concern continues to be any last-minute technical changes made to the PS production system which could impact the go-live environments. All changes need to be coordinated and vetted by the Project team.</p>
<p><b>Organizational Change Management (OCM)</b></p>	<p><b>GREEN</b></p>	<p><b>GREEN</b></p>	<p>QA considers this overall area as GREEN. However, QA has been extremely concerned that Bates Technical College, which is in the final deployment group, continues self-reporting status as RED.</p> <p>ERP/OCM starts with college leadership and requires full active commitment of college presidents. The scale of business process change with the ctcLink impacts every area of college administration.</p>

			<p>Based on QA experience, the smaller colleges are at a real disadvantage with leadership, staffing, turnover, and knowledge of their legacy business processes. Smaller colleges usually require more support during and post-live deployments.</p> <p>Project OCM/Communications work underway for the DG6-B/C deployment groups. These six colleges are the last to be deployed. They continue to benefit from the OCM process improvements made based on previous deployed colleges.</p> <p>DG6 colleges are engaged in their OCM and Communications related activities that are preparatory to their go-live implementations.</p> <p>Project and other support will 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/RED as the ctcLink approaches project completion. Project team morale remains okay.</p> <p>Critical project staffing losses during the next 3 months could impact deployments. PMO is not adding new employees since the project only has short window. PMO will use short-term contractors for critical needs. PMO has reassigned work of current staff and contractors to mitigate staff leaving the project.</p> <p>The staff transition to the Support organizations started and is being managed by the PMO to minimize impact on DG6 deployments.</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 continues. Some positions are now transitioned from the Project.</p> <p>Once DG6-C has been deployed in May, Customer Support will be staffed/responsible for ctcLink.</p> <p>The Support Ticket work volume is holding steady. Customer support and Project team is providing special support web sessions for the DG6-A colleges that went live at the end of February.</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 28 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.</p>

			A code freeze is in effect until after DG6 is fully deployed to minimize project schedule impact. QA remains concerned that the code freeze is adhered to and that any proposed changes (even critical bug fixes) need coordination and vetting by the Project.
<b>SBCTC Data Services</b>	<b>GREEN</b>	<b>GREEN</b>	QA considers SBCTC Data Services as GREEN. Workload has substantially increased for this small team which is now supporting 28 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.

LEGEND	GREEN	YELLOW	RED
<b>Risk Description</b>	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 current 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 is reporting to the WACTC -Tech. Objective for the STAC is structuring an ongoing governance mechanism for addressing enhancement decisions, systemwide standardizations, and new 3<sup>rd</sup> party integrations for ctcLink.
- A preliminary ctcLink Governance Structure and Plan is expected to be made to the SBCTC Board by the end of March.
- The 34 College PMs and the WACTC- Commissions/ Councils are interested in participating in the future Governance structure.
- During QA interviews with DG6 Project Managers, their lack of knowledge of future plans for addressing ctcLink enhancements and projects was identified as a communications need to be addressed by SBCTC and WACTC.
- SBCTC senior leadership is considering the need for a post DG stabilization period for all the 34 deployed colleges prior to starting another major project. There is recognition that current business processes as implemented in Peoplesoft at the college level may need additional tuning for operational efficiency.

### PMO and Staffing

- Project morale remains okay at this time; with 3 months remaining in schedule, PMO and project staff are focused on one remaining DG6 deployment group.
- The transitioning of state employees from the ctcLink Project to the ERP Customer Support organization is underway.
  - PMO continues evaluating status of employees/contractors at risk and working to mitigate the critical risks. This will continue until the ctcLink deployment project is complete.
  - The PMO and Project staff continue to work remotely.
  - The PMO is continuing to provide senior PM project staff to mentor the DG6 College PMs. This mentoring includes 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 recently lost 2 key technical personnel. PMO implemented reassignment of technical staff to mitigate project schedule impact and the ctcLink Deputy Project Director is closely supervising the conversion work. The reassignment of staff has been effective.
  - The PMO has also had a Project Manager for the Campus Solutions Pillar take an external position and will be leaving the project at the end of March. This key role within the PMO will be filled internally.
- The Requirements Traceability Matrix (RTM) update work is on hold until DG6 is complete. As indicated by the PMO, the completed RTM will be included within final scope review 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. 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 has been contracted for with the vendor and work on Phase 3 has started. This will be implemented post DG6.
- **Online Admissions (OAAP)** – OAAP, which is a 3<sup>rd</sup> party custom solution replacing a Ciber provided component, is 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, including 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 their ctcLink go-live and have a substantial amount of finance data in ctcLink. QA is concerned that SBCTC Customer Support will have the consulting expertise to support colleges with use of the PBCS software. Currently, SBCTC IT is hiring an individual to technically support the PBCS solution.
- 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.

### Schedule

- QA considers the Project Schedule as currently GREEN for DG6-B colleges, and trending YELLOW for the DG6-C sub-group. QA concern centers around potential project loss of critical personnel during the remaining 3 months. The ctcLink Project and SBCTC IT management are very aware of this risk and have been mitigating losses.
- DG6 project schedule is a derivative of the staffing and workloads. The highest area of risk involved the Technical Project staffing area, which requires expertise with data conversions, environments, and complex PeopleSoft software. PMO was able to mitigate this risk with staff reassignment and short-term contractors.
- DG6 Deployment Group Status consisting of 3 Sub-Groups.
  - Subgroup Status based on the Overall Project Status Report (January 17 to January 28, 2022)
    1. DG6-A colleges went live per schedule with ctcLink at the end of February.

2. DG6-B is scheduled to go live April 25<sup>th</sup>. Walla Walla has self-reported its status as GREEN. Clover Park and Columbia Basin self-reported current status as YELLOW. DG6-B is making progress and keeping up with the schedule. DG6-B has done well in completing their UAT work and security tasks. QA interviewed the DG6-B Project Managers who are confident that they are prepared to go-live on schedule.
3. DG6-C is scheduled go live May 9<sup>th</sup>. DG6-C is making progress but there are factors that could impact this schedule.
  - ✓ DG6-C is scheduled to implement 2 weeks after DG6. This impacts the 31 deployed colleges as it requires 2 weekends of production shutdowns of ctcLink.
  - ✓ DG6-C schedule is dependent on the successful implementation of DG6-B. Any significant problems encountered by the DG6-B deployment will directly impact the schedule for DG6-C.
  - ✓ Consideration for the DG6-C colleges is the end-of-year financial closing workload that their college Finance departments also must focus on at the same time ctcLink is implemented. This is recognized as an additional college challenge.

DG6-C colleges Yakima Valley and South Puget Sound self-reported status as GREEN. Bates Technical College self-reported status as RED.

- ✓ Bates Technical College (BTC) has reported a number of senior positions vacant. This staffing issue has been recognized as a risk for the project. SBCTC Customer Support will need to provide Bates with additional assistance during and immediately after their go live.
  - ✓ As of this date, BTC has reported completion of less than 50% of User Acceptance Testing, still has hundreds of courses and classes to schedule, and has to rework role security assignments for all business processes.
- One critical area for DG6 schedule was the Cycle #5 Data Conversion for DG6-A. As noted, the loss of the key conversion technical staff was challenging for the project team members that were re-assigned responsibilities for the conversion work. It is reported that staff were successful with performing the Cycle #5 dry-run conversions.
  - PMO has developed an updated schedule based on the approved DG6 go-live dates. This is the same scheduling methodology used for prior DGs modified with Deployment Group implementations. The schedule has now been further refined based on lessons learned during the DG5 deployments.
  - DG6 colleges have been reporting UAT progress which has been 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 DG6 colleges updated with latest meeting schedules for their PMs and SMEs.
  - PMO prepared and supported the DG6-A Readiness Assessments and signoff documentation in advance of the February 15th Special Meeting of ctcLink Project Steering Committee. Governance requires a Go/No Go decision from the Steering Committee and Signoffs from the college presidents before the go live implementation.
  - PMO is now preparing and will be supporting Readiness Assessments for DG6-B and DG6-C decisions.

### Training

- Training team has maintained/updated the Training and Reference materials and this activity will be ongoing DG6 post-live.

- DG6 colleges have been receiving 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 supporting DG6 Local Security Administrator training.
- Team was involved with providing Instructor Lead Training (ILT) for the DG6 UAT Sprints which ended February 18<sup>th</sup>.
- Additional training to be provided to DG6-B/C as needs are identified prior to their deployments.
- CS-Core team providing DG6-B and C with a number of Production Workshops: Degree Audit, Enrollment Requirements, and Transfer Credit Rules.

### **Testing**

- Systems Integration Testing (SIT) is complete.
- 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 materials are updated and being used with the DG6 UAT Sprint Testing.
- User Acceptance Testing (UAT) Sprints are now complete.
- Testing supported DG6 college SMEs with their Cycle #4 Data Conversions Validations.
- Data Conversion Mock Cycle #5 for DG6-B is beginning in mid-March.
- Testing team continued to be involved with testing CampusCE Phase 2, HCX, and OOAP.

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

- Team was focused on the DG6-A production weekend. Additional time enabled the team to review conversion documentation, understand detailed technical requirements, and become familiar with running the data backups for the deployed colleges and adding into ctcLink production the data and configurations for the deploying colleges.
- Conversion workload occurs over deployment weekends and the volumes of data drive the timing for the conversions. The Cycle 5 Conversion and Mock Dry Run is critical to assessing readiness for the success of the go live weekend.
  - Conversion run books have been updated and additional documentation produced for the future DG6 conversion weekends.
- DG6 Course Catalog modules is now in production and data is available for the DG6 colleges to verify/update data. QA is concerned that college courses and class schedules are setup correctly prior to the colleges going live with ctcLink.
- DG6 Employee/IDs are also now in production.
- Technical team worked with the Legacy team to add new PeopleSoft HCM data elements, including long-term disability tax information and employee Covid vaccination data.
- Technical team supported the DG6 Cycle#4 data conversions/validations and now focused on DG6 Cycle #5.
- Technical team prepared and has been supporting the DG6 UAT and multiple test environments.
- Given the 3 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 team are surveying all deployed colleges for their feedback to utilize and prepare the final Lessons Learned report. The three-part survey measures college and agency experiences with the implementation and ctcLink performance of core functions.
- PMO produced the Lessons Learned document from the DG5 deployments and posted on the State OCIO website. A final Lessons Learned document will be prepared by the PMO once DG6 is deployed.
- ERP/OCM begins at the highest levels. College Executive Leadership has been a key critical success factor for the deployed colleges. PMO and SBCTC executives continue maintaining increased level of communications to the Executive Sponsors to keep them informed, knowledgeable, and fully supportive of their college project related activities.
- Role Security activity support for DG6 is underway. QA has learned that the Role Security assignments made by Bates Technical College requires complete re-work to ensure that security for each business process approvals is proper and not wide open. PMO has had to get involved with fixing this area.

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

- SBCTC IT Division Management continues addressing overall support staffing needs for post-DG6 expected workloads.
  - Transitioning employees underway; 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.
- Customer Support and ITD participated in preparing their readiness assessment for the decision package used with the February 15th Special ctcLink Steering Committee meeting.
- Customer Support continues holding Weekly “Open Sessions” per Pillar area for deployed colleges. Given on-line attendance levels, Customer Support is 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 has been 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.
- Customer Support staff morale is okay; however, this is difficult to gauge since the majority of the staff is working remotely and new people are being added to the team.
- Customer Support Director has been regularly meeting with the college PMs and now with the WACTC- Commissions and Councils. These meetings will gain importance and will be continuing post-DG6 as the Project is completed. Colleges and Commissions/Councils will want to participate in future ctcLink related decisions.

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

- Current focus is on open priority ctcLink support tickets.

- The technical support group has added staff, including a security specialist.
- Recently lost their “test automation” person. Will be recruiting replacement.
- Has hired position of Integration Engineer. This individual will focus on 3rd party software integrations.
- Any post ctcLink work (future projects) requires 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.
- QA was concerned to learn that a change to PS production was being made in late January that was not coordinated with CS nor vetted by the Project to minimize risk to the DG6 deployments. Given concept of code freeze, any change, even bug fixes, are extremely high risk and these must be carefully coordinated/vetted/tested by Project staff.

### **SBCTC Data Services**

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

### **SBCTC Project Management Office**

- The staffing for the SBCTC Project Management team will come from the current Project PMO. This team will be transitioning from the ctcLink Project upon completion of the DG6 deployments. The Technical Project Manager position has now been filled.

## 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:** The project has realized and accepted this risk in the past year. We have 4 months remaining and only option is to replace critical resource departures is through our Staffing vendors for Contractors.

## 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:** The team is monitoring the data and identifying key areas where QC processes need to be established.
- **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:** STAC is working with current Governance leaders to help identify challenges in the current structure as well as a look forward to identify what are the needs for governance.
- **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:** As part of the new governance, the prioritization of new enhancement requests will be included as part of the model.
- **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:** The current system is being continually updated for usability and determining ways to extract meaningful data. A new ticketing system is not in the current budget.
- **QA 0188 Finding:** The PMO has a senior Project Manager that has been going to specific colleges that are having major staffing challenges with their ability to effectively understand and utilize PeopleSoft software even after participating in the training and remote online knowledge support programs. This Project Manager has really good 1-on-1/small group facilitation skills and extensive HE business process knowledge. This Project Manager comes



from a DG2 college and played a key role in that implementation and subsequent deployments.

**Recommendation:** QA recommends that SBCTC-IT consider keeping this individual on staff in the role of Sr. Management Consultant that can the fill the gap of remote Customer Support and make a difference for the success of the colleges during the post-live stabilization period. QA understands this will be a budget issue; however, the role this individual would fill is an important consideration.

- **QA 0189 Finding:** The Planning and Budgeting Cloud Solution (PBCS) from Oracle that has been acquired in ctcLink current scope and is being implemented by the colleges requires significant and specialized expertise to enable and fully support the product. The ability for SBCTC to recruit and retain staff with this required specialized expertise will be difficult. QA is concerned that SBCTC Customer Support will not have the consulting expertise to support colleges with use of the PBCS software.

**Recommendation:** QA recommends that SBCTC-IT consider a range of alternatives for providing post-live PBCS product support for the colleges to meet the staffing challenge.

## 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.
- 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.
- Ability of ctcLink PeopleSoft Customer Support to be properly staffed and knowledgeable for the added number of colleges to support.
- 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.