



## ctcLink Project Quality Assurance

### Monthly Report – March 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 Project has now successfully deployed 28 Colleges and SBCTC Agency with Peoplesoft ERP. Overall Project Status will continue as YELLOW, trending GREEN until the remaining 6 colleges are implemented with the ctcLink Solution. All colleges are scheduled to be deployed by May 2022. The risk over the next 6 weeks involves sustaining critical technical staffing until the project is completed.

QA considers this area GREEN. QA was previously concerned with staff loss as this small team with their expertise remains critical to completing DG6 implementations. The team continues to perform well with DG6-A deployment and the recent DG6-B Cycle #5 Mock conversions.

The upstaffing of the CS support organization is continuing. Once the ctcLink Project completes, SBCTC will be staffing the ERP Support organization with 92 budgeted positions. According to SBCTC leadership, future major projects will be additionally staffed based on specific governance approved project budgets. The Support Ticket work volume is holding steady. As reported to QA, Customer support and Project team will be providing special support web sessions for the DG6-B/C Colleges when these are deployed.

SBCTC is addressing post-ctcLink deployment governance structure to ensure management of enhancements and future projects.

## 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 Subgroups 6-B/C.

**ctcLink Project Assessment Scorecard**

<u>Project Area</u>	<u>Prior Status February 2022</u>	<u>Current Status March 2022</u>	<u>Overall Comments</u>
<b>Overall</b>	<b>YELLOW</b>	<b>YELLOW</b>	<p>The Project has now successfully deployed 28 Colleges and SBCTC Agency with Peoplesoft ERP. Overall Project Status will continue as YELLOW, trending GREEN until the remaining 6 colleges are implemented with PeopleSoft ERP. All colleges are scheduled to be deployed by May 2022.</p> <p>The risk over the next 6 weeks involves sustaining critical technical staffing until the project is completed. ctcLink Project Management continues mitigating staff losses with 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>The Project Steering Committee reviewed readiness factors and approved the go-live implementation of the DG6- B colleges scheduled for April 25<sup>th</sup>.</p> <p>Project Governance is focused on the DG6-C deployments scheduled for May 9<sup>th</sup>.</p> <p>SBCTC is addressing post-ctcLink deployment governance structure to ensure management of enhancements and future projects.</p>
<b>Project Management</b>	<b>GREEN</b>	<b>GREEN</b>	<p>QA considers the Project Management as GREEN. The ctcLink PMO continues providing effective leadership for the ctcLink Project and maintaining key staff until the last colleges are deployed.</p> <p>Project management and staff is prepared the Go-live Readiness Assessments/Decision packages for the DG6-B deployment and preparing materials for DG6-C deployment.</p> <p>SBCTC will transition PMO staff to the SBCTC Support Organization to focus on future ERP projects.</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 changes resulted in ongoing budget impact. The update to Requirements Traceability Matrix (RTM) for the ctcLink ERP is expected to be completed by May.</p>

<p><b>Schedule Status</b></p>	<p><b>YELLOW</b></p>	<p><b>GREEN</b></p>	<p>With less than 6 weeks remaining in the Project, QA considers the Schedule Status as GREEN.</p> <p>As of this QA report, PMO and key staff indicate all is going okay for the 3 colleges in the DG6-B April 25<sup>th</sup> deployment date.</p> <p>DG6-C colleges are scheduled to deploy on May 8<sup>th</sup>.</p> <p>DG6-C deployment risk involves the OCM/readiness of Bates Technical College. As of this QA report, Bates situation has improved and SBCTC has indicated plans to focus additional support post go-live.</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 continue working with the Project, supporting DG6 User Acceptance Testing Sprints with Instructor Led Training sessions. UAT is completed for DG6-B Colleges and over 90% complete for DG6-C.</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 was completed in March for DG6-B colleges. Cycle#5 for DG6-C colleges was scheduled for April 8<sup>th</sup>.</p> <p>The multi-step Data Validation approach utilized for ctcLink deployments involved having the colleges test, review, and confirm the quality of their college data and local 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 was previously concerned with staff loss as this small team with their expertise remains critical to completing DG6 implementations. The team continues to perform well with DG6-A deployment and the recent Cycle #5 Mock conversions.</p> <p>Data conversions are most critical activities during deployment weekends. The technical team has been installing/maintaining project environments and is supporting the DG6 Data Conversions.</p> <p>The number of technical environments used for ctcLink are now starting to be reduced as the project has advanced beyond deployment needs.</p>

			QA continues to be concerned 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 and technical team.
<b>Organizational Change Management (OCM)</b>	<b>GREEN</b>	<b>GREEN</b>	<p>QA considers the OCM area as GREEN. However, QA and SBCTC has been extremely concerned that Bates Technical College, which is in the final deployment group, continues self-reporting status as RED. According to SBCTC and Project staff, readiness progress has improved for Bates.</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 after deployments.</p> <p>DG6-B/C colleges are engaged in their local OCM and Communications related activities that are preparatory to their go-live implementations. They continue to benefit from the OCM process improvements made based on previous deployed colleges.</p> <p>Project and other post-live support is being planned 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 currently GREEN; however, this could trend YELLOW/RED as the ctcLink approaches the project completion. Project team morale remains okay. Staff is looking forward to the last deployment. Celebration scheduled for May 17<sup>th</sup>. Project staffing loss during the next 3 months could impact project completion. PMO will not add new employees since the project only has short window. PMO may use short-term contractors for critical needs; however, this most likely will not be required. PMO reassigned work of current staff and contractors to mitigate staff leaving the project.</p> <p>The planned transition of Project staff to the SBCTC ERP Support organizations is underway and is being managed by the PMO to minimize impact on the final DG6 deployments. At project completion, staff will transition to Support.</p>
<b>SBCTC Customer Support</b>	<b>YELLOW</b>	<b>YELLOW</b>	QA considers the ctcLink Customer Support area as YELLOW trending GREEN. QA believes that the overall SBCTC ERP Support organization will continue to be viewed as YELLOW/GREEN once the deployment of all 34 colleges and



			<p>SBCTC Agency is completed.</p> <p>The upstaffing of the CS support organization is continuing. Once the ctcLink Project completes, SBCTC will be staffing the ERP Support organization with 92 budgeted positions. According to SBCTC leadership, future major projects will be additionally staffed based on specific governance approved project budgets. The Support Ticket work volume is holding steady. As reported to QA, Customer support and Project team will be providing special support web sessions for the DG6-B/Colleges when these are deployed.</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. QA also believes this area will viewed as remaining YELLOW/GREEN given size and expertise of the staff.</p> <p>This relatively small team will be instrumental in maintaining and enhancing the technical components of the PeopleSoft ERP and 3<sup>rd</sup> party solutions. 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> <p>QA remains concerned that the code freeze is adhered to during the final weeks of the ctcLink project.</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 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.</p>

LEGEND	GREEN	YELLOW	RED
<b>Risk Description</b>	<p>1) Low risks may be encountered NO immediate action needed</p>	<p>2) Moderate risks may be encountered Serious deficiency and action item recommended</p>	<p>3) High risks may be encountered Needs to be escalated and can impact project effort or cost</p>



## Additional Quality Assurance Findings

### Governance

- The current 3 tier ctcLink Project Governance structure was implemented in April 2018. The Governance structure has worked for the ctcLink Project. Meetings are routinely scheduled and documented.
- Post go-live systemwide governance planning is continuing. This will be an ongoing governance mechanism for addressing enhancement decisions, systemwide standardizations, and new 3<sup>rd</sup> party integrations for ctcLink ERP.
  - A preliminary ERP Governance Structure and Plan was presented to the SBCTC Steering Committee. The Structure and Plan should be finalized in April for presentation to the College Presidents with final approval in early June.
  - SBCTC senior leadership is planning 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 ERP at the college level may need additional tuning for operational efficiency.

### PMO and Staffing

- Project morale remains okay at this time. PMO and project staff focused on the two remaining DG6 deployment sub-groups. The majority of technical work has been completed for the project, with the data conversions for DG6-B and DG6-C remaining as critical technical work.
- The transitioning of state employees from the ctcLink Project to the ERP Customer Support organization has continued.
  - The PMO has also had a Project Manager for the Campus Solutions Pillar take an external position and left the project at the end of March. This key role within the PMO was filled internally.
- The Requirements Traceability Matrix (RTM) update work is underway and expected to be completed with the ctcLink project closeout. 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 have been implemented for all deployed colleges and included in scope for DG6- B/C. The replacement solutions which have been 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. CampusCE Integration was split into three phases. Phase 3 will be implemented for all colleges at DG6-C go-live. Remaining tasks being de-scoped from the Project and transferred to Support.
  - **Online Admissions Application Portal (OAAP)** - OAAP, which is a 3<sup>rd</sup> party custom solution replacing a Ciber provided component, is now implemented for all 28 ctcLink deployed colleges. The old OAA solution has been retired and any remaining colleges are on the Legacy App. DG6-B/C colleges to implement OAAP as part of their ctcLink deployment schedule. 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)** - was launched for DG2/3 colleges in Feb. 2021. DG4-A went live Jan. 2022. PBCS implementation for remaining colleges brought to Steering Committee to descope from the Project and transfer to Support because colleges will

go-live with PBCS after they have a substantial amount of finance data in ctcLink. Colleges are using this solution at their own pace.

- 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** - 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/C colleges.
- DG6 project schedule is a derivative of the staffing and workloads. The highest risk to the schedule involves 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 (March 28<sup>th</sup>- April 8<sup>th</sup>)
    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 and Clover Park have self- reported their status as GREEN. Columbia Basin self-reported current status as YELLOW.  
 DG6-B has kept up with the schedule and done well in completing their UAT work and security tasks. The Data Cycle #5 Mock Run was completed for DG6-B. Minor issues identified and since fixed. DG6-B Project Managers are confident that they are prepared to go-live per schedule. DG6-B College Presidents and Executive Sponsors are required to sign-off on their college ability to implement ctcLink. The DG6-B Readiness Review Assessment/Decision package will be provided to Project Steering Committee on April 5<sup>th</sup> for Governance approval to Go-live per schedule.
    3. DG6-C is scheduled go live May 9<sup>th</sup>. DG6-C has been making progress since the February QA report. There are some factors that could impact this schedule.
      - ✓ DG6-C is scheduled to implement 2 weeks after DG6. This will impact the 31 deployed colleges as it requires another weekend of ctcLink production shutdowns while DG6-C is converted, added to the production, and final tested.
      - ✓ DG6-C Data Cycle #5 Mock Run Conversion is scheduled for April 8<sup>th</sup>.
      - ✓ 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 their status as GREEN. Bates Technical College self-reported status as YELLOW.

- ✓ Bates Technical College (BTC) has had a number of senior positions vacant. This staffing issue has been recognized as a risk for the project. QA was informed that the Bates Project Manager has now taken leave of absence and is not expected to be working until after Bates is implemented with ctcLink.
  - ✓ SBCTC Customer Support is planning on providing Bates with additional assistance during and immediately after their go live.
  - ✓ As of this date, BTC has reported completion of less than 80% of User Acceptance Testing for their Finance Pillar and expects to complete all by April 13<sup>th</sup>. Bates has now scheduled their courses and classes into the production system.
  - ✓ Successfully completed their Mock Go-live exercise with no major issues. They have also hired an analyst to work with the Project on role security assignments for all business processes.
- One critical area for DG6 schedule was the Cycle #5 Data Conversion for DG6-B. 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. Project technical team is now getting ready for DG6-C Cycle #5 Mock run and DG6-B go-live weekends.
  - PMO prepared and supported the DG6-B Readiness Assessments and signoff documentation in advance of the April 5<sup>th</sup> 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-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.
- Additional training has been provided to DG6-B/C as needs identified prior to their deployments.
- CS-Core team has provided 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.
- User Acceptance Testing (UAT) Sprints are now reported as 95+% complete for DG6-B colleges.
- User Acceptance Testing (UAT) Sprints are continuing for DG6-C colleges.
- Testing supported Data Conversion Mock Cycle #5 for DG6-B completed.
- Testing support for Data Conversion Mock Cycle #5 DG6-C currently scheduled for April 8<sup>th</sup>.

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## Configurations/Data Conversions/Environments/Development

- Technical team completed the Data Conversion Mock Cycle #5 for DG6-B.
- Team now focused on the DG6-B production weekend starting Friday April 22<sup>nd</sup> and ending Monday April 25<sup>th</sup> when all 3 DG6-B colleges go-live with ctcLink.
- 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 with colleges participating has been critical to assessing readiness for the success of the go live weekends.
  - Conversion run books have been updated and additional documentation produced for the future DG6 conversion weekends.
- DG6 Course Catalog modules are 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 prepared and continued 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 has surveyed all deployed colleges for their feedback to utilize this input in the preparation of the final Lessons Learned report. The three-part survey measured 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 all DG6 colleges are 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-B/C is underway. Role Security assignments made by Bates Technical College required complete re-work to ensure that security for each business process approval 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 participates in preparing their readiness assessment for the decision package used with Special ctcLink Steering Committee meetings.

- 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 (+/-) 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.
- 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 a 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.

#### **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.

#### **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 internally from the Project.



## 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.