ctcLink Pilot Implementation Assessment Recommendations from Gartner Consulting
Work Plan and Status Report
State Board for Community and Technical Colleges
3/27/17
Updated 4/12/17

1) Establish a Clear Governance Process and Improved Project Controls

Action Steps	Status	Notes
Establish a single Executive Sponsor with clear accountability for policy or resource issues.	Complete	Current Executive Sponsor retiring in June; successor may have steep learning curve.
Assign accountability for determining project priorities and recommending changes to scope, schedule or budget to an ERP Steering Committee.	Complete	The Washington Association of College Presidents established an ERP Steering Committee comprised of College presidents with authority to make binding and accountable project decisions on behalf of all college presidents.
Institute an ERP Policy Sub-committee with responsibility for assisting in resolving policy differences across schools.	Complete	ERP Policy Sub-committees comprised of subject experts will be assigned by the Steering Committee as needed. The sub-committee will make recommendations to support ERP Steering Committee decisions.
Retain an experienced, independent, project manager Fill assistant PM role with existing project resource	Complete Complete	The Project Manager will also assume the role of Project Director and will have responsibility for all aspects of the project. This person is experienced in dealing with challenged ERP projects in higher education.

2) Leverage the original "Business and Technical Requirements" to develop a comprehensive list of gaps at the pilot schools and remediate configuration, data and training issues needed to address operational issues at the pilots

Action Steps	Status	Notes
Perform a gap assessment against the original requirements and root cause analysis with effort estimate to achieve resolution to all identified gaps	Complete	Over 2400 deliverables reviewed. Work with all parties on-going to resolve identified gaps.
Workshops with pilots to clarify gaps (Listen and Learn Workshops) and confirm solutions (Solution Design Sessions)	75% Complete	Scheduling the subject matter experts at the colleges has been a challenge. College priorities sometimes supersede project needs.
Establish a Comprehensive Remediation Plan to include each step in the remediation delivery process (fix, document, change, test, deploy, train)	Final plan is an outcome of iterative process and will be completed after all "listen and learn" sessions with colleges are finished.	College "listen and learn" sessions scheduled to be complete end of April with final plan detailing outstanding remediation items complete early May.
Establish formal data quality programs at the pilot schools and for future implementation waves		The data quality program is in the development process and will be administered by the SBCTC Data Services Department. This program will be governed by the existing college system data governance committee. Gartner analysts have been engaged to work with the committee in formalizing the data quality processes. The first meeting between Garter and the committee is scheduled for April 6th at the SBCTC office in Olympia.

3) Validate business requirements; audit the system configuration, and remediate all functional gaps

Action Steps	Status	Notes
Audit the system configuration to determine if requirements were fulfilled - design documents, etc.	In progress	This activity is incorporated with the remediation audit process.
Develop a specific plan for remediating and testing outstanding requirements	In progress	This activity is incorporated with the remediation audit process.
Take measures to hold vendor accountable for providing all deliverables specified in Statement of Work	Complete	The vendor has been formally notified of the contractual requirements outstanding and has agreed to remediate.
Take measures to hold vendor accountable for providing functionality.	Complete	SBCTC is replacing the current Project Director with a Project Director experienced with ERP vendor management and specific to the ctcLink vendor.

4) Flesh out project plans around training, testing, support, go-live procedures and benefits realization management and then move forward with implementing the balance of the schools.

Action Steps	Status	Notes
Clarify deliverables and acceptance criteria for: • Testing, Support • Link test scripts to statewide business requirements.	In progress	Using Oracle testing methods for acceptance criteria
Establish mechanism for "testing" knowledge of Trainers, Super-Users, General	In progress	Developing methods to assure knowledge is transferred
Establish Super-users for each function at each school (Business Process Flow Owner and Backup)	In progress	Utilizing Moran/QA's worksheet to assist pilot colleges in documenting super users and their backups
Clarify deliverables around converted data quality verification	Not started	Data conversion is on-going with quality verification
Implement quantitative reporting of converted data quality	In progress	These will be validated and verified once data conversion work restarts for the next wave of colleges.
Validate effort-to-completion estimates for each task in the plan and adjust the schedule to align to expected resource capacity	In progress	These will be validated and verified once data conversion work restarts for the next wave of colleges.
Establish a proactive process for managing benefits realization	Under review	Following review, new process will be implemented

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