

ctcLink for Managers: What to Know and What to Do to Get Your Team Through the Transition

ctcLink is the state-wide implementation of a data management software suite which includes PeopleSoft, Online Admissions Application, 25Live Pro and other applications. It will replace the HP and provide students, faculty, and staff real-time access to college business processes. Every employee in the SBCTC system will be affected, and it is up to you to make this a successful transition.

Implementing ctcLink will require college employees and departments to evaluate and change the way business is conducted, including policies and processes, the technology and tools used, as well as employee roles and responsibilities. The software used by staff to conduct their work will change across campus for most departments when ctcLink goes live.

This document is intended to answer your questions and provide actions you can take to ensure the individuals on your team are prepared to transition.

Business reasons for the change

<p>Why are we changing?</p>	<p>The HP is 1970s-era technology. Think of it as going from an old clunky cell phone to a newer model.</p> <div data-bbox="519 903 1510 1323" data-label="Image"> <p>The image shows a line of mobile phones of varying sizes and designs, from large brick phones to modern smartphones. A blue arrow on the left points from the text 'We are here' to the first, largest brick phone. A blue arrow on the right points from the text 'We are going here!' to the smallest, most modern smartphone.</p> </div> <p>As a college we are committed to student success. Moving to ctcLink will improve and increase student access to services and will provide additional tools for employees to meet student and job-related needs.</p>
<p>Who & What</p>	<p>Nearly 300 business processes have been analyzed, and have revealed many changes, including:</p> <ul style="list-style-type: none"> • <i>All college employees:</i> <ul style="list-style-type: none"> ○ Time and leave reporting will change. ○ Employees purchasing and traveling – business processes and technology will change. • <i>Human Resources, Administrative Services, Student Services, and Instruction offices:</i> <ul style="list-style-type: none"> ○ High impact: Almost all business processes will change. Technology will change. • <i>Faculty:</i> Grades, class rosters, class permissions, advising impacted. • <i>Students:</i> <ul style="list-style-type: none"> ○ Can see multiple WACTC schools in one application

	<ul style="list-style-type: none"> ○ Technology will change. ○ Mobile application available. ○ More information. ● <i>External stakeholders:</i> <ul style="list-style-type: none"> ○ High schools and agencies – application to college changing. Transcripts changing. ○ How accounts receivable/invoicing is completed and looks will change.
Benefits for the College	<ul style="list-style-type: none"> ● Ability to access information from anywhere at any time ● A more modern way to do business, consistent across the entire CTC system ● Ability to examine the way we work and analyze the business processes for efficiency, equity, and accessibility ● Keep up with our tech savvy students ● Ease of use – Students more likely to complete admissions and registration, and financial aid. ● Ability to provide students and employees with more information should allow employees more time to assist students. ● Availability of prior student education provides a comprehensive look for completion. ● Value-added functionality for employees to update their personal and payroll information. Improved employee experience.
Benefits for Employees	<ul style="list-style-type: none"> ● Access to information at any time, from anywhere ● Self-service online tools to manage personal information ● Online, integrated suite of financial tools ● Ability to create automated workflow processes ● Descriptions of available software codes ● Search capability on multiple fields and multiple methods ● Automation ● Updated reporting ● Ability to delegate approval authority to someone else while on leave
Benefits for Students	<ul style="list-style-type: none"> ● A set of mobile-friendly tools, common across the entire CTC system ● A single ID and student record, common across the entire CTC system ● 24/7 access to an online student center where students can: <ul style="list-style-type: none"> ○ register for classes ○ manage financial aid ○ view grades ○ update personal information ○ and much more ● Ability to see more information regarding student education at other ctclink colleges ● Single login page with access to their student center ● Students can, in one central location: <ul style="list-style-type: none"> ○ Add a preferred name ○ Update ethnicity, address, phone, and email ○ See courses and grades taken at all colleges in the WA CTC system ○ Pre-select courses for a quarter and add to a shopping cart for quick registration at assigned time ○ See tasks, holds and to dos, with descriptions of what they are and what they need to do ○ Receive and review messages sent through ctclink ○ View F/A awards and disbursement dates, accept or decline financial aid awards, see Satisfactory Academic Progress Status with explanation

	<ul style="list-style-type: none"> ○ View class and exam schedule ○ Enroll in classes by program requirements ○ Drop and Swap classes ○ View charges due and make payments ○ View courses with Low Cost or No Cost Textbooks (OER)
Potential risks	<p>If the transition to ctclink is not prioritized there is a possibility for:</p> <ul style="list-style-type: none"> ● Lower enrollment, therefore funding for the college. ● Loss of uncommitted or low-tolerance employees due to stress of change. ● Unhappy students. ● Employee confusion and frustration.
	<p>Currently we have 110 Supplemental Systems identified. At least 17 of those systems will no longer be used. ctclink will replace the following systems, perhaps more:</p> <ul style="list-style-type: none"> ● Registration block ● BC Online Financial Aid Application ● ByRequest ● Course History Lookup Tool ● COURSE Web Service ● Credit Card Payment ● Data X ● Degree Audit ● Employee Earnings & Leave ● Entry Codes ● FAM (Student Financial Aid Portal) ● Financial Aid disbursement via Higher One ● FMS Query ● Instructor Briefcase ● Lookup schedule, grades, or receipt ● PIN change tool ● Registration time lookup tool ● Schedule Planner ● Selective Admission Web Service ● TLR ● Transcript Request, unofficial <p>See the appendix for a visual of what's changing</p>
Opportunities for improvement	<p>The State Board is turning off access to editing the HP when we go live with ctclink. It will no longer be supported and maintained. HP Data will be accessible to view, but not edit.</p> <p>The current HP system limits our ability to provide students and employees with modern resources. Here are a few examples of the new opportunities provided by ctclink:</p> <ul style="list-style-type: none"> ● Contact and communication with students through the software, using workflows, checklists, messages, service indicators, milestones, and activity guides. ● Provides explanations and directions for holds and to dos. ● Electronic workflows for purchasing and travel providing employees and managers the ability to approve expenses electronically.

Roles & Expectations

	<p>Employee Expectations and Responsibilities: In combination with the leadership of Pillar Leads and the Project Management Team, employees will learn the functionality of ctcLink and determine and document appropriate business procedures through the change analysis process. In addition, they are responsible for:</p> <ul style="list-style-type: none"> • Recognizing to ask for additional information to learn the functionality of ctcLink. • Taking the initiative to locate and use resources to improve team ctcLink business processes. • Thinking critically about the nature of knowledge needed to improve ctcLink business processes. • Understanding, managing, and taking responsibility for one’s learning and behavior through ambiguity and uncertainty. • Collaborating with other employees and departments as needed to change and to optimize work processes required to successfully implement ctcLink. • Working with their supervisor by communicating their needs for sufficient time to complete tasks, analyze changes to their roles and learn the new system through training. • Communicating new learnings to the Pillar Lead and/or Project Manager for incorporation into the change action plan. <p>Managers and Pillar Leads are responsible for:</p> <ul style="list-style-type: none"> • Supporting employees by allocating and prioritizing the necessary time for ctcLink-related work, analysis, and trainings. • Knowing which trainings your employees need and tracking their completion. • Recognizing when employees need information and asking for it early and often. • Collaborating with other employees and departments to make changes and optimize work processes required to successfully implement ctcLink. • Providing an atmosphere of collaboration and support. • Ensuring that areas of change are documented as outlined in the change action plan.
	<p>As a manager of people who use the HP, you are a:</p> <p>Communicator – regularly share the reason and vision behind the move to ctcLink, and the impacts. Employees want consistent messaging to include what’s in it for them, including the expected benefits for the college and their department. Listen and allow discussion. These critical success factors will allow employees to receive and internalize the information.</p> <p>Liaison – Provide input to the college project manager through engagement in BPFG sessions, data validation exercises, user acceptance testing, training development. This will allow employee needs and feedback to be heard by the project team and will allow you to be in-the-know about project details and milestones of which your employees need to be aware.</p> <p>Advocate – Play a visible role by leading by example. Walk the Walk. To do this, proactively obtain timely information and complete details to share with your team. Attend training and project events even if it’s not directly relevant to your job responsibilities. Speak positively about the process and transition and engage in project activities.</p> <p>Resistance Manager – Statistically you are the best person to identify and mitigate employee resistance. Understand the root cause, remove barriers, and have those difficult</p>

	<p>conversations with employees. This will increase desire to participate. Keep the project manager updated on resistance within your team and strategize together on a solution.</p> <p>Coach – make yourself available to listen to concerns, answer questions and note the impact of change on employees. Help employees understand how and why to change their patterns to maximize efficiency of the software. Articulate how employee contributions support the transition, remove barriers, and identify solutions to resistance.</p>
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Impact

<p>Known & Unknown changes</p>	<ul style="list-style-type: none"> • Staffing Changes • Staff Organization • Job Descriptions • Local Configuration Requirements • ctLink data guides • Policies • Procedures • Desk Guides • Work Around • College Administrative Policies • Forms/Documents • Instructions (for Students, PS Menu Configuration, front-line employees, other?) • Contracts • Supporting Systems • Reports (Queries) • Ad Hoc/Other Queries to Build • Communications • Marketing/Website • New Skill Set • Training Needs – Staff, Students, Faculty, Skills • System Familiarization • Employee security <p>Other</p>
<p>Suggested Actions</p>	<ul style="list-style-type: none"> • Present the high-level vision, department changes and unknowns. Use the information here to identify these changes for your team. • Share who and what are impacted by this change and what groups are not impacted. • Describe which processes, systems, mindsets, attitudes, beliefs, or critical behaviors will undergo the most change and what will remain unchanged.

Implementation information

<p>Timeline & Key Dates</p>	<p>Our schedule is dictated by the progress of other deployment groups. SBCTC is unable to confirm dates past Cycle 3, so the dates listed below are approximations. Dates listed are times of heavy project activity and SMEs are asked to block their calendars.</p> <p>Current-State Business Process Mapping (April – July 2020)</p>
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	<p>Business Process Fit Gap Configuration Sessions (August – December 2020)</p> <ul style="list-style-type: none"> - Last session is December 11, 2020 - Last homework file due January 20, 2021 <p>Data Validation Cycle 1 & 2</p> <ul style="list-style-type: none"> - November 6-Nov 30: SMEs clean up HP data - March 3-5, 2021: Data Validation Workshops led by SBCTC - March 5-March 18, 2021: SMEs do Data Validation activities <p><i>(Note: Dates beyond Cycle 2 are unconfirmed by SBCTC)</i></p> <p>Data Validation Cycle 3</p> <ul style="list-style-type: none"> - March 24-April 9, 2021: SMEs clean up HP data - May 17: Data Validation Workshop led by SBCTC - May 18 – June 8, 2021: SMEs do Data Validation activities <p>Parallel Testing</p> <ul style="list-style-type: none"> - Payroll: May 14-June 28, 2021 <p>Data Validation Cycle 4</p> <ul style="list-style-type: none"> - June 14-June 25, 2021: SMEs clean up HP data - July 29: Data Validation Workshop led by SBCTC - July 30-August 19, 2021: SMEs do Data Validation activities <p>End-User Training</p> <ul style="list-style-type: none"> - July 5-Sept 10: SBCTC and BC-developed content is provided to users <p>Parallel Testing</p> <ul style="list-style-type: none"> - FA Dual Processing: Aug 4-Oct 12, 2021 - SF Tuition Calc: Aug 9-Sept 21, 2021 <p>User Acceptance Testing – SMEs will be given logins/passwords to test if their security settings are correct, using our data within PeopleSoft</p> <ul style="list-style-type: none"> - Sprint 1: July 28-Aug 23, 2021 - Sprint 2: Aug 24-Sept 20, 2021 <p>Data Validation Cycle 5 – TBD</p> <p>Go-Live is scheduled for mid-October 2021</p>
Training	<p>SBCTC has standardized training which they will release around July 2021. BC will also develop content for business processes not covered by SBCTC. It is important to note that there may be surprises we cannot anticipate, and the trainings may not cover every aspect of the new system. Employees are asked to be patient and flexible as they navigate the first few weeks in ctLink. While we don't anticipate the same problems had by our predecessors, there may be some bumps which will need to be ironed out.</p>
Status updates	<p>The most up to date information will be posted to www.bellevuecollege.edu/ctLink</p>
Project Plans	<p>Project governing documents can be viewed at www.bellevuecollege.edu/ctLink</p>
How to prepare your team	<p>Align and standardize your department processes:</p> <ul style="list-style-type: none"> • Clean, consolidate, and create best practices to ensure data quality and integrity. • Make active, regular efforts to streamline your services to students and staff, including adopting the self-service functionality offered by ctLink • Increase and promote opportunities to consolidate processes, systems, and manual/paper processes and procedures. • Look at the supplemental systems used by your department and identify which can be eliminated. By reducing the number of supplemental systems you'll strengthen and further define complementary connections between systems creating efficiency and less work for your employees.

	<ul style="list-style-type: none"> • Employees use the self-service functionality to make personnel and deduction updates in the system. • Encourage your employees think innovatively about how to use the new software to serve students. • Look at accessibility in your processes and identify ways to improve it. Bring them to the attention of the Project Manager.
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Manager support

<p>Where to go for support & how it will be Provided</p>	<p>www.bellevuecollege.edu/ctcLink is where you will find the most up-to-date information on the project. For information beyond what is posted, you may contact the following people:</p> <p>The Project Manager (PM): Maria Rivas, maria.rivas@bellevuecollege.edu</p> <ul style="list-style-type: none"> - The PM is the liaison between the college and the SBCTC. They communicate the timeline and coordinate work activities to the project Subject Matter Experts and keep the project on track at the college level. Questions and communications with SBCTC should go through the PM. <p>The Executive Sponsor: Rodger Harrison, Rodger.harrison@bellevuecollege.edu</p> <ul style="list-style-type: none"> - The ES represents the project at the senior leadership level and is the escalation point for the PM. In our case, our ES also sits on the SBCTC Steering Committee and has visibility into project activities across multiple colleges. <p>Communications Lead: Katherine Hall</p> <ul style="list-style-type: none"> - This person oversees campus communications at all levels. Working closely with the PM, they strategize and plan key messages to be delivered to campus. This role oversees the ctcLink website. <p>Training Lead: Warda Zaman</p> <ul style="list-style-type: none"> - This person oversees employee learning. Working closely with the PM and Communications Lead, they strategize on which content to develop, when to deliver it and how. <p>Testing Leads: Iulia Zavodov and Elizabeth Fuenzalida</p> <ul style="list-style-type: none"> - This role oversees the project activities where software testing occurs. This happens at multiple points throughout the project in different ways. The primary responsibility is to ensure testing is happening, issues are being reported correctly and troubleshoot tester issues. <p>Data & Reporting Lead: Greg Schmidt</p> <ul style="list-style-type: none"> - This person is responsible for identifying and developing queries for the college. <p>Security Lead: John Ip</p> <ul style="list-style-type: none"> - This role assigns user security codes. They are involved in system integration testing and user acceptance testing. They help with auditing, troubleshoot security issues, and train the help desk staff on how to troubleshoot security issues. <p>Pillar Leads</p> <ul style="list-style-type: none"> - These people are the primary decision-makers for project tasks and activities. They have the most details on ctcLink functionality. <ul style="list-style-type: none"> ○ Campus Solutions: Steve Downing ○ Financial Aid: Melanie Ruiz ○ Student Financials: Jennifer McMillan ○ Finance: Jennifer McMillan ○ Human Capital Management: Alicia Tarigan ○ Continuing Education: Lisa Corcoran
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	<p>State Board of Community and Technical Colleges (SBCTC)</p> <ul style="list-style-type: none"> - This is the group responsible for overseeing the implementation of ctclink across 34 colleges in Washington State. They set the timeline. They give the PM and SMEs the tools and knowledge to do project tasks and activities. Communication with SBCTC should go through the PM.
Who to contact with concerns	Concerns should be raised to the Project Manager and/or Executive Sponsor. Both PM and ES encourage feedback and hope to have honest communication regarding any concerns you may have.
Who needs to be involved & at what degree	<p>Involvement varies by role. Every staff, faculty and student will be affected by the change to ctclink, but only those who have been identified by the Pillar Leads or other leaders as Subject Matter Experts (SMEs) are in close contact with the PM about project activities.</p> <p>Everyone across campus will be notified when it is time to participate. Participation will come in the form of info sessions, surveys, and trainings. Aside from presentations at all-campus meetings, participation will primarily occur within the last few months of the project. In the case of Bellevue College this is August, September, and part of October 2021.</p>
What to message to employees	<p>A 2011 study done by Prosci found that managers are the preferred sender of change messages related to how a change impacts an employee personally. In your role as a communicator, your direct employees want you to tell them:</p> <ul style="list-style-type: none"> - The reasons BC is moving to ctclink - Timeline, details of project activities - What's in it for them: why it will be an upgrade to their job - How their job will change: the upsides and downsides - How to change their work to incorporate ctclink successfully <p>If you are unable to answer their questions, that's okay. You should always feel welcome to contact the Project Manager or Pillar Leads with questions.</p>
How to walk the walk / mirror change	<p>Communicate as much as possible. Be an active and visible Liaison. Advocate for the project. Identify and Mitigate Resistance. Coach your team.</p> <p>Review details of these points under the Roles and Responsibilities section.</p>
Basic change management tips	<p>Prosci identified the following success factors in leading through change:</p> <ul style="list-style-type: none"> - Keep the two-way communication open. Discuss the status of the ctclink project with your supervisor, ask what information they have and share what you know. In turn, discuss the same with your employees. Frequently. Buy-in is critical to success. - Structure your approach. Have a long-term plan for getting your team to the finish line and beyond. Help employees understand where ctclink falls on their list of priorities. Schedule time for the team to do training together and have a plan for how and when staff take vacation. - Engage staff. Ask for their input, encourage participation and communication.
Employee Readiness	<p>When engaging your staff, look at the following factors to assess their level of readiness:</p> <ul style="list-style-type: none"> - Awareness: Do my staff know what's happening? Do they know why and how? - Desire: Do they want to do this? If not, why? Can we change this? - Knowledge: Do they know what to do to transition to ctclink? - Ability: Are they able to do their job once ctclink is implemented? - Reinforcement: What is in place to remove the old ways and encourage the new?

	<p>Employees will not all be at the same place at the same time. This is a process, and one we hope we will navigate through together between now and our go-live date. For more information on how to help employees through this process, please reach out to the PM.</p>
Common mistakes	<p>Common change management mistakes made by managers:</p> <ol style="list-style-type: none"> 1. Role Abdication: not accepting responsibility, ignoring the process, not seeking a better understanding of ctcLink. 2. Communication: thinking a single communication is sufficient, not admitting knowledge gaps, late communications, oversharing, adding personal bias. 3. Unsupportive of staff needs: unrealistic expectations of employee’s learning pace and style. Manager’s own fear of employee resistance, lack of empathy, misidentification of the root cause of resistance, getting caught up in their own experience of the project. 4. Not prepared: underestimating the impacts on the team, overestimating their team’s ability to handle change, false assumptions about the project, unable to prioritize, 5. Resistance: managers creating an “us-vs-them” mentality, not “walking the walk.”

This is a massive undertaking for our college, but with the collaboration and cooperation of employees, staff and faculty we are sure to be successful. Thank you for doing your part to move Bellevue College toward the future!

Programs being replace by ctcLink

