

COUNCIL RECOMMENDATION

Date: October 14, 2025

Recommendation

The People and Culture Council recommends the adoption of SharePoint as the College's internal, employee-facing knowledge management solution.

Executive Summary:

The People and Culture Council recommends adopting SharePoint as the College's internal, employee-facing knowledge management solution. This recommendation addresses the current fragmentation in knowledge storage, where employees must navigate multiple platforms—such as the intranet, TeamDynamix (TDX), Google Drive, and WordPress—to find essential information. This decentralized system creates barriers to access, reduces efficiency, and makes it difficult to identify knowledge gaps or ensure consistency across departments.

The recommendation is grounded in both strategic alignment and employee feedback. The College's Strategic Plan prioritizes Organizational Health, including actions to improve knowledge transfer and documentation. Additionally, the Fall 2024 Employee Climate Survey revealed that 44% of employees disagreed with the statement, "Information I need about internal college processes is easy to find," confirming the need for a more unified solution. The Council reviewed past efforts, such as the OHIT Knowledge Base in TDX, and determined that while helpful, they did not fully resolve the core issues. SharePoint was selected for its potential to centralize resources, improve visibility, and enhance the employee experience. A phased implementation is recommended, beginning with needs assessment and planning in Winter 2026.

The process for arriving at this recommendation followed the steps outlined in the Shared Governance Handbook:

1. Identify the Need and Scope for a Decision/Recommendation
 - a. Given the scope and wide-ranging impact of the project, it was determined that a formal recommendation was necessary.
 - b. The scope includes all internal, employee-facing knowledge.
 - c. The goal is to address the current fragmented approach to knowledge management.
2. Consult Information and Resources
 - a. Stakeholder engagement was a core part of developing this recommendation. Consultations included:
 - i. Primary impacted teams: ITS, supervisors of co-lead positions, CRM
 - ii. Leadership across the college: Executive Team, Admin/Admin Professionals, Department Chairs, and Directors
 - iii. Community engagement: Open feedback sessions and an "Idea Box"
 - b. Additional data and resources consulted:
 - i. Employee Climate Survey
 - ii. Available systems with no added cost
 - iii. Availability of staff time for implementation and ongoing management
3. Consider and Identify Options
 - a. The team identified all currently available systems with knowledge management capabilities, including:
 - i. Moodle
 - ii. NEOGOV

- iii. SharePoint
- iv. Sitefinity
- v. TeamDynamix
- vi. WordPress Server
- vii. Dropbox
- viii. Docuware

4. Apply Criteria and Analyze Options

a. Eight evaluation criteria were used:

- i. No added system cost
- ii. End-user navigation – Is it easy for people to use?
- iii. Robust search – Can it search both page and document text?
- iv. Unit ownership of content – Does the platform allow departments to manage their own content?
- v. Versioning – Can previous versions of pages be restored?
- vi. Security – Can access and permissions be effectively managed?
- vii. “Out-of-the-box” platform – Does it require minimal or no customization?
- viii. Web accessibility – Does it support accessibility features?

1. *Note: While not leading this effort, the team wanted to ensure the platform supports accessibility initiatives.*

b. Each system was analyzed against these criteria to determine the best fit.

5. Make a Decision/Recommendation

a. Based on the analysis, SharePoint is recommended as the college’s knowledge management solution.

6. Document and Forward the Recommendation

a. Supporting documentation is included in the full recommendation packet.

b. The recommendation has been submitted to the Oversight Group for review and approval.

Recommendation Details:

Current State, Data Consulted, and Why Change is Needed

Knowledge storage across the organization is inconsistent and fragmented. Employees must navigate multiple platforms—including the intranet, TeamDynamix (TDX), Google Drive, WordPress servers, and the public CCC website—to find the information they need. This decentralized approach makes it difficult to:

- Locate essential resources
- Understand where different departments store their information
- Identify existing knowledge and uncover gaps

The current Strategic Plan prioritizes Organizational Health, with specific actions aimed at improving knowledge management:

- Coordinate and improve the approach to empowering employees through training and transfer of knowledge
- Create and curate a knowledge base of operational documentation

In response, the OHIT Knowledge Base was developed within TeamDynamix. This initiative mapped existing knowledge and provided a catalog of links to help users navigate the various systems. While this was a step forward, it did not fully resolve the underlying issues.

Data Consulted

The first Employee Climate Survey, conducted in Fall 2024, included questions on knowledge management. Results validated prior anecdotal concerns: 44% of employees disagreed with the statement: “Information I need about internal college processes is easy to find.”



Why Change is Needed

The survey results underscore the need for a more unified and accessible approach to knowledge management. A new strategy is essential to ensure employees can easily find, share, and contribute to the knowledge they need to succeed in their roles.

Intended Outcome

If the recommendation to implement SharePoint is approved and successfully executed, we anticipate the following outcomes:

- **Centralized Knowledge Hub:** A single, reliable platform where employees can easily access operational documentation, internal processes, and departmental resources. Recommended sources to centralize include:
 - Current college intranet
 - Committee pages
 - Knowledge base articles
 - Network drive employee resources
 - myClackamas resources/features
- **Enhanced Knowledge Visibility:** A unified platform will make it easier to identify existing knowledge assets and uncover gaps, supporting continuous improvement.
- **Positive Impact on Employee Experience:** We anticipate positive movement in employee responses to the knowledge management questions in the next Employee Climate Survey.

Estimated Timeframe

Winter 2026

Primary Objective: Implementation Planning

Necessary Actions:

- Convene implementation team
- Draft scope of work for SharePoint consultant RFP
- Define scope, milestones, and deliverables
- Develop full implementation plan

Spring 2026 and Onward

Primary Objective: Implement SharePoint

Estimated Cost

To ensure the SharePoint implementation aligns with best practices and meets the college's needs, we recommend engaging a SharePoint consultant during the initial implementation phase. This would be a one-time cost, with the consultant expected to support the following activities:

- Assess current security and account settings, and provide recommendations for SharePoint-specific configurations
- Advise on SharePoint structure and configuration to support the project's goals
- Deliver training for designated super-users
- Develop page/site template options for the implementation team to review and adopt

In addition to the consultant, internal staff time and resources will be required throughout the implementation process. This includes:

- Participating in training sessions
- Testing configurations
- Assisting with the initial build-out of the SharePoint environment

The implementation plan should use a phased timeline to help manage workload and minimize disruption to teams.

Post-implementation, ongoing staff time will be needed to maintain and evolve the system. This includes:

- Adding SharePoint oversight responsibilities to the job descriptions of designated co-leads
- Time for unit editors to update content and provide feedback
- ITS support for Tier 2 and Tier 3 troubleshooting

Further details on these roles and responsibilities can be found in the accompanying "Roles and Responsibilities" document.

Potential Impacts

Group	Benefits	Adverse Effects
Students	NA	NA
Faculty/Staff	Increased access to knowledge Identifying and building additional resources	Additional work for co-leads, ITS, and unit editors End-user learning and adjustment to new systems
Community	NA	NA

DRAFT

SharePoint Roles and Responsibilities

Implementation Roles (Time-Limited, Project-Based)

1. **Project Co-Leads** (*LOD Program Manager & InSS Representative TBD*)
 - a. Oversee the full implementation process
 - b. Coordinate communication and stakeholder engagement
 - c. Serve as point of contact for Oversight Group and funding needs
 - d. Document project outcomes and maintain transparency
 - e. Communications
 - i. Develop communication and messaging strategy
 - ii. Create rollout emails, FAQs, and talking points
 - iii. Help frame feedback opportunities to manage expectations and reduce resistance
 - iv. Collaborate on how best to present “what’s in it for you” to stakeholders
2. **Organizational Learning Subcommittee (People and Culture Council)**
 - a. Participate in inclusive planning, feedback sessions, and decision-making
 - b. Develop training materials and content standards.
 - i. Make final decisions about standards, templates, and exceptions
 - c. Provide feedback to the project co-leads on SharePoint governance structure and review processes
 - d. Help facilitate consultation meetings with stakeholder groups under direction of the project co-leads
3. **ITS Support Team**
 - a. Set up the SharePoint environment and permissions. This could include reviewing and approving the work of a consultant.
 - b. Provide technical support for site creation and configuration
 - c. Manage Tier 2 and Tier 3 technical support issues
4. **Department/Unit Designated Editors**
 - a. Attend training sessions and become familiar with templates and expectations
 - b. Collaborate with their teams to identify what content should move
 - c. With the help of Tier 1 support, build initial versions of their department’s intranet page(s)
 - d. Serve as main contact and liaison for department content decisions
 - e. Help test and provide feedback on templates and tools
 - f. Maintain contact with project co-leads on timelines and any project issues.

Ongoing Maintenance Roles (Post-Launch)

1. Intranet Governance Team

This is the project co-leads and the Organizational Learning Subcommittee.

- a. Co-Leads
 - i. Provide Tier 1 support
 - ii. Ensure consistency across departments
 - iii. Provide reminders to editors to keep content updated
 - iv. Training and Support:
 1. Maintain training resources and documentation
 2. Offer onboarding for new editors and departments
 3. Provide office hours or help sessions
 4. Collect ongoing feedback and identify training gaps
- b. Org Learning
 - i. Review requests for new pages or structural changes
 - ii. Provide direction on exceptions or additions to standards

2. Department/Unit Editors

- a. Support
 - i. Triage support needs. Typically, editors can resolve Tier 1 requests, such as helping people find content. However, they can help escalate the requests to receive further support.
- b. Maintenance
 - i. Update content regularly (e.g., semesterly/quarterly reviews)
 - ii. Conduct regular audits for outdated content and template compliance
 - iii. Ensure links and documents remain current
- c. Compliance
 - i. Follow established templates and visual standards
 - ii. Participate in refresh training as needed
 - iii. Coordinate with project leads when new pages or site sections are needed
 - iv. Proactively support department/unit in adding and updating content

3. ITS – Ongoing Support

- a. Maintain system integrity and security
- b. Manage access rights and user accounts
- c. Respond to technical issues escalated from Editors (Tier 2/3)
- d. Track uptime, performance, and license needs

Definitions of Tier 1, Tier 2, and Tier 3 Support

Tier 1 Support – Frontline/Functional Support

Who typically provides it: Department editors or SharePoint co-leads

Responsibilities:

1. Answer common “how-to” questions (e.g., editing pages, uploading documents)
2. Help users follow templates or find training resources
3. Provide basic troubleshooting (e.g., missing content, permission requests)
4. Direct users to documentation or training materials
5. Escalate technical issues beyond their scope to Tier 2

Tier 2 Support – Technical/Configuration Support

Who typically provides it: ITS SharePoint support staff or power users

Responsibilities:

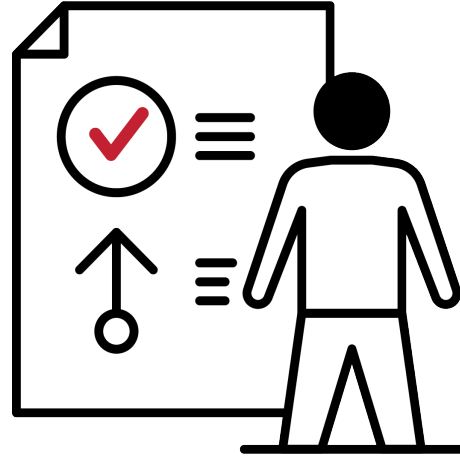
1. Manage permissions issues and site access troubleshooting
2. Fix broken components (e.g., web parts not rendering, site layout issues)
3. Troubleshoot performance or sync problems with Microsoft 365 tools
4. Support data migration concerns or deeper setup/configuration questions
5. Coordinate with Tier 1 to close the loop on escalated issues

Tier 3 Support – Platform/System-Level Support

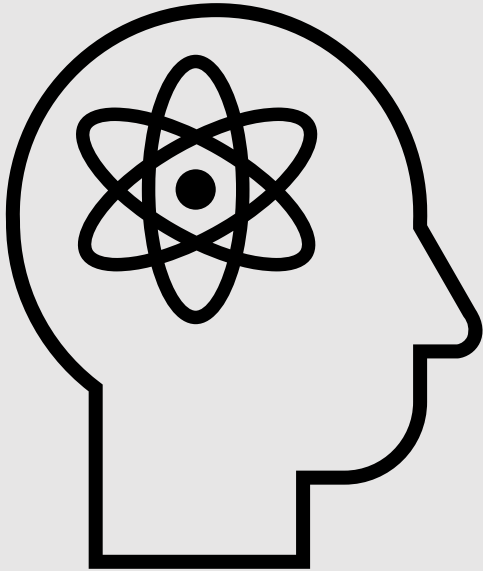
Who typically provides it: ITS system administrators or Microsoft Support (if escalated)

Responsibilities:

1. Address system-wide outages, bugs, or integration issues
2. Manage backend configurations, infrastructure, and security
3. Apply patches, updates, or advanced customization
4. Coordinate with Microsoft support for unresolved issues
5. Handle licensing, service-level agreements, and compliance concerns
6. Coordinate with Tier 1 and/or Tier 2 to close the loop on escalated issues



Knowledge Management Initiative: **Feedback Session**



Session Overview

1. Information and context for project
 - Write down questions/hold them for the end of this section
2. Guided feedback conversation

Role of Organizational Learning

Membership

Julia Nicholson(lead)

Bill Fricke

Alex Lam

Csea Leonard

Sunny Olsen

Ashley Sears

Maria Julia Sorrentino

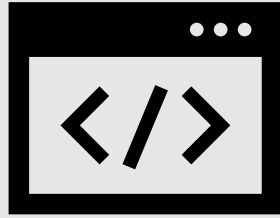
- Committee housed within People & Culture Council
 - Tasked with knowledge management initiative
 - Addressing finding from the climate survey
-

“Institutional knowledge transfer, documentation. Answer the following:

- *What are the commonalities, what is the foundational piece versus the positional piece.*
- *How/where/ownership: How institutional knowledge is stored and shared”*

- People & Culture Council Charter

Scope of Knowledge Management Initiative



Website

Public-Facing

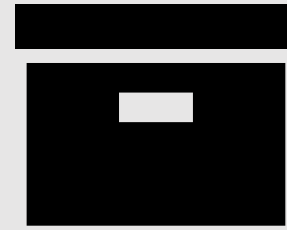
*Example:
Offered Benefits*



Intranet

Internal,
Employee Facing

*Example:
How to sign up
for benefits*



Individual Work

Unit or Individual
Facing

*Example:
How to administer
benefit plans*

Recommendation Elements

System Selection

What (single) platform should we use?

Implementation

How will we get the system up and running?

Ongoing Support

Who will oversee and maintain the system?

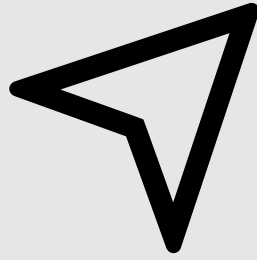
Oversight

Who will gather ongoing feedback?

Criteria for System Selection



Existing
platform



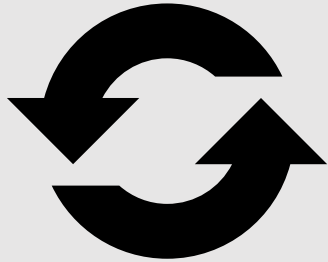
End user
navigation
features



Robust
search
tools



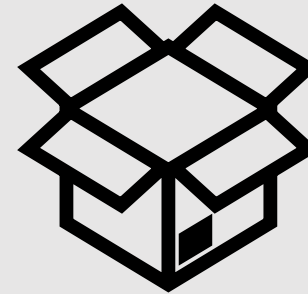
Unit
ownership
of content



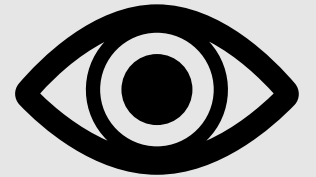
Versioning



Security &
access
features



“Out-of-
box”
platform



Web
accessibility
functions

System Selection Decision

Reviewed Systems Included:

Moodle
NEOGOV
SharePoint
Sitefinity
Team Dynamics
Wordpress Server



Selected System:



SharePoint

RAZZLE DAZZLE PROTOTYPE TIME

Draft Roles and Responsibilities

Role	Implementation	Ongoing
SharePoint Co-Leads <ul style="list-style-type: none">• Julia Nicholson• InSS Lead TBD	<ul style="list-style-type: none">• Oversee completion of project• Train and support implementation team• Communication with college	<ul style="list-style-type: none">• Provide ongoing training and support to editors• Ensure consistency in page structure
Organizational Learning	<ul style="list-style-type: none">• Participate in inclusive planning• Lead feedback sessions	<ul style="list-style-type: none">• Review requests for new pages, features, or structures• Assist with ongoing assessment
ITS Support Team	<ul style="list-style-type: none">• Configuration of SharePoint environment and access groups• Manage high-level system issues	<ul style="list-style-type: none">• Maintain system security and access• Respond to tier 2/3 technical issues
Department/Unit Designated Editors	<ul style="list-style-type: none">• Attend training sessions• Build initial version of department/unit pages	<ul style="list-style-type: none">• Serve as main contact for department/unit questions or edits• Review and update content regularly

Feedback Conversation: Ground Rules

Facilitators

- Contain conversation to topics open for feedback
 - Promote full group engagement
 - Interrupt harmful conversations or comments
-

Participants

- Speak about what you want to see (vs. things you do not want)
- Speak from your own experience/perspective/role
- Avoid personalizing comments

Feedback: Implementation

- What information should live on SharePoint? What would you want to share with college employees?
- How much time per month do you think your team could realistically dedicate to SharePoint implementation?
- What would help your team stay engaged and make steady progress throughout the implementation?

Feedback: Maintaining

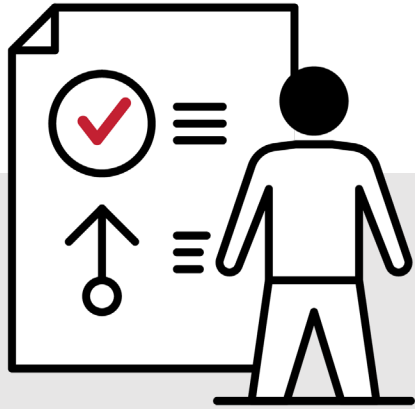
- What metrics or indicators would help us know SharePoint is being used effectively?
- What kind of governance or oversight do you think is necessary to ensure inclusive and comprehensive design in SharePoint?
- What practices or habits do you think will help us keep SharePoint useful, organized, and relevant over time?

Feedback: Communication

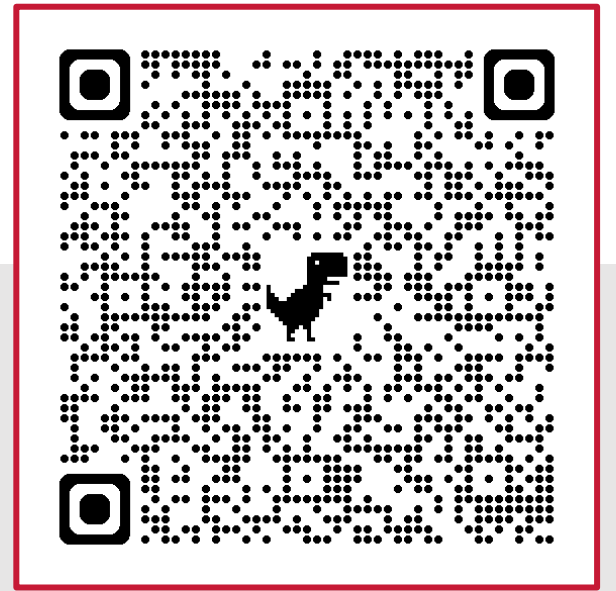
- How can we effectively communicate with the college about this project?
- What information can we share to help your team understand how this will impact/benefit them? What else do they need to know?
- Who else should we talk to?

What's Next?

1. Continue hosting engagement sessions for feedback
2. Incorporate feedback into our recommendation
 - Session feedback
 - "Idea box" feedback
3. People & Culture Council votes to move the recommendation forward
 - Formal recommendation document will be uploaded to the council website
4. Oversight Group votes for official approval of the recommendation
 - Employees may attend to voice any remaining feedback
5. [Once approved] Begin Implementation



THANK YOU!



Things to think about as we move forward:

- Where does your information currently live? What would moving your information take?
- What position might be tapped to help with implementation?
 - How might their workload shift to accommodate this?
 - What can your team "pause" to prioritize this project?