

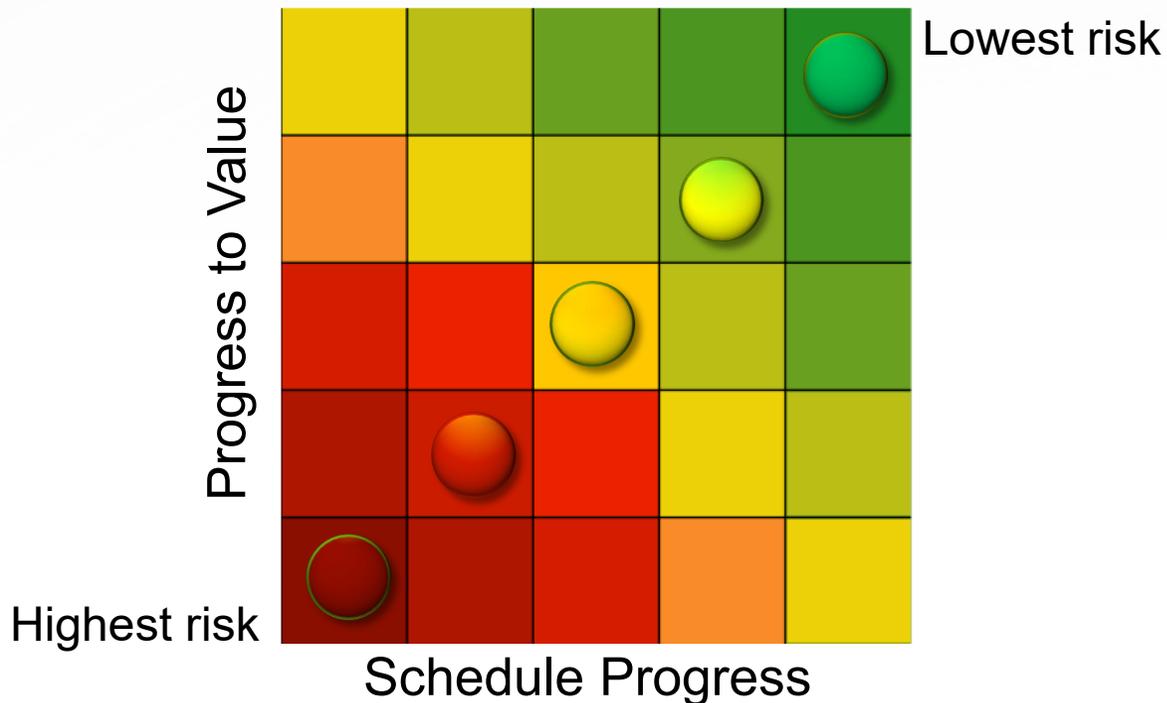
Guidehouse Independent Project Oversight Report

California State Teachers' Retirement System

January 25, 2023

Graphical Assessment Overview

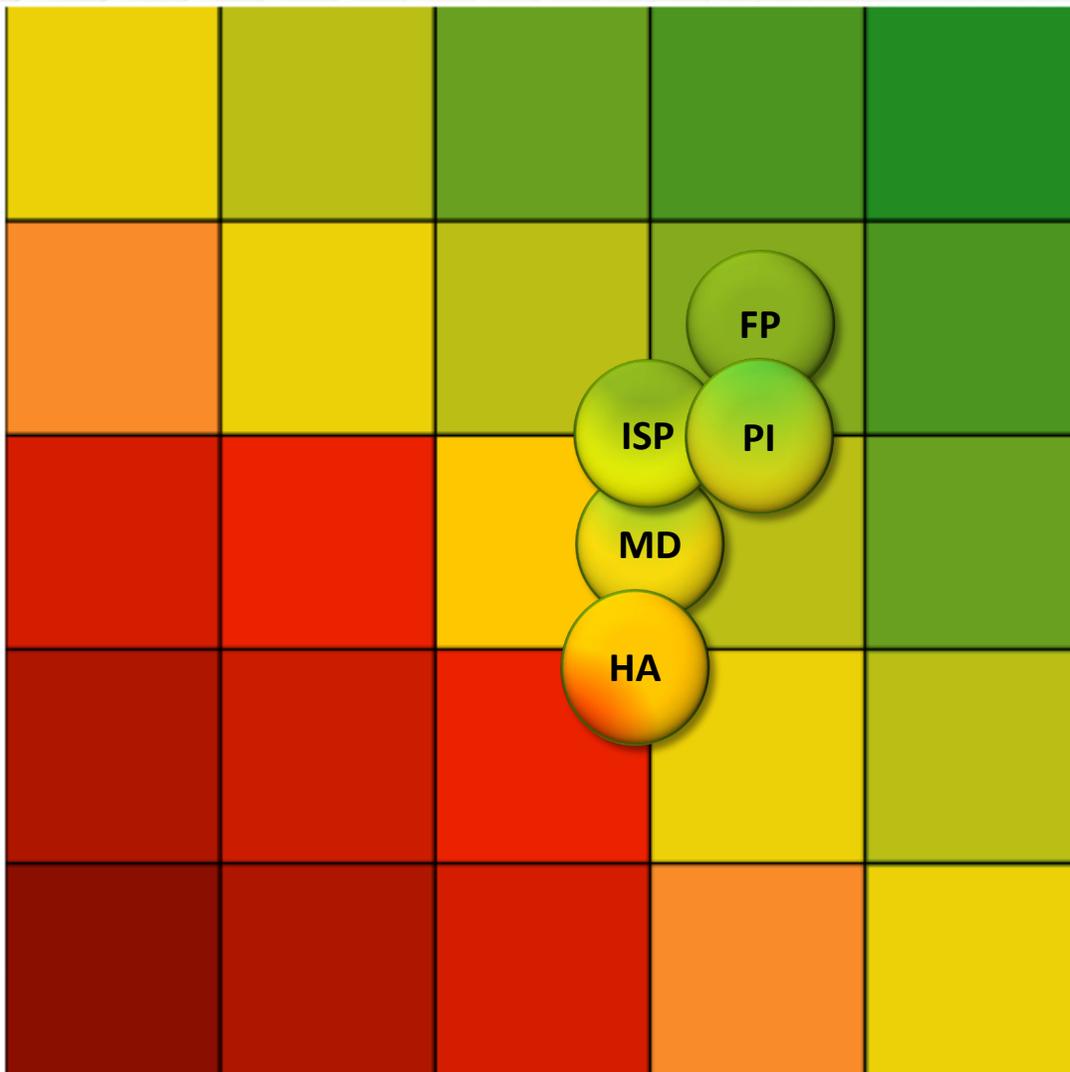
This informational item is an Executive Summary of Guidehouse’s monthly oversight report for the Pension Solution project. This item provides an assessment for each of the major workstreams currently underway based on a combination of progress to value and schedule, along with a summary assessment of the workstream. Additionally, we provide a brief summary of progress and of any significant risks that exist along with any mitigation activities in place.



We use a square graphical heatmap that assigns a checkpoint rating to the major Pension Solution workstreams from the perspective of value progress and schedule progress. The plotted point on the heatmap also illustrates our summary rating for the workstream by its color designation.

Pension Solution Overall Assessment

Progress to Value



Schedule Progress

Overall Summary

A notable milestone was met with the release of the Request for Information (RFI) published for potential implementation vendors to respond and comment.

The Interim Project Director has effectively assumed the role and is setting strategy and direction for the Interim Services Period (ISP).

Notable risks and mitigations

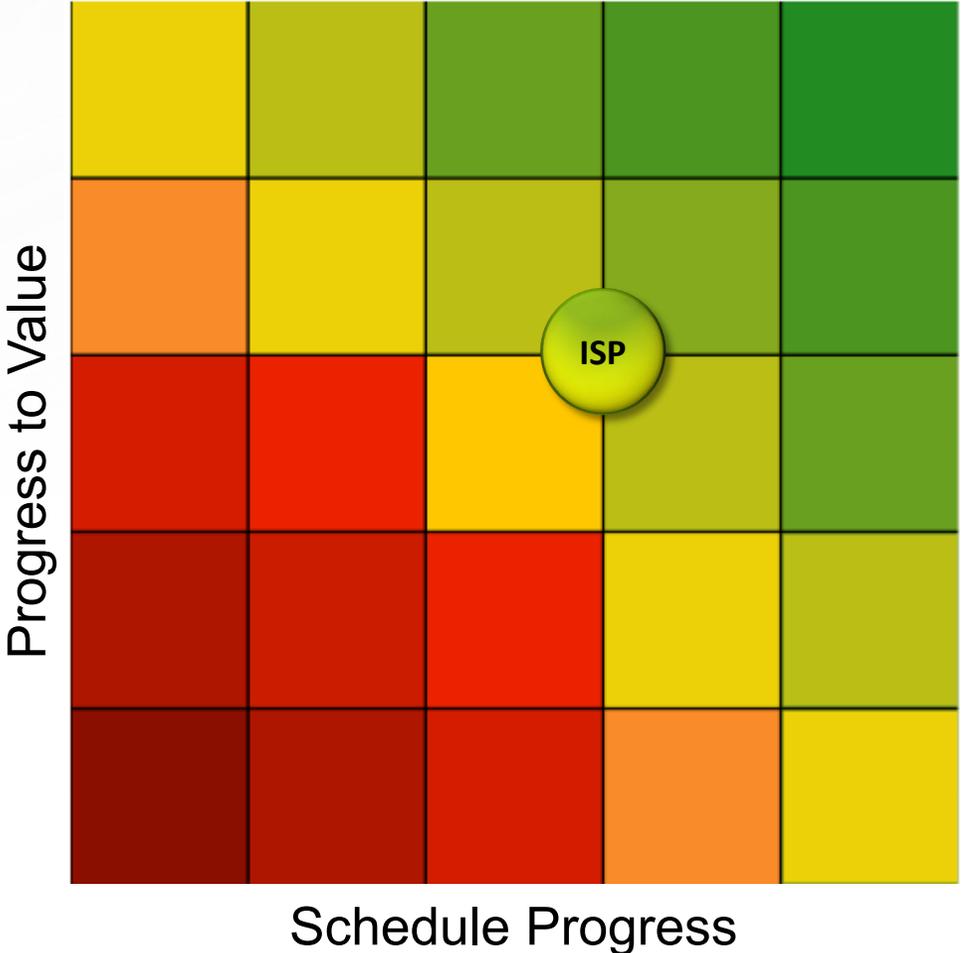
Risk: Project Management/Strategy skillset gaps continue to exist

Mitigation: Sponsors are focused on identifying the right resources for these roles, and are managing the procurement process accordingly

Legend: ISP - Interim Services Period; HA - Project Health Assessment; FP - Future Procurement; PI - Project Improvement Process; MD – Metrics Development

Pension Solution Workstream Interim Services Period (ISP)

Progress Summary



The focus of the ISP was revised for Sagitec to focus on resolving prioritized defects and progressing specific testing activities while CalSTRS is focused on activities intended to “strengthen the foundation” of the project. Activities include developing metrics, reorganizing teams, and filling skillset gaps.

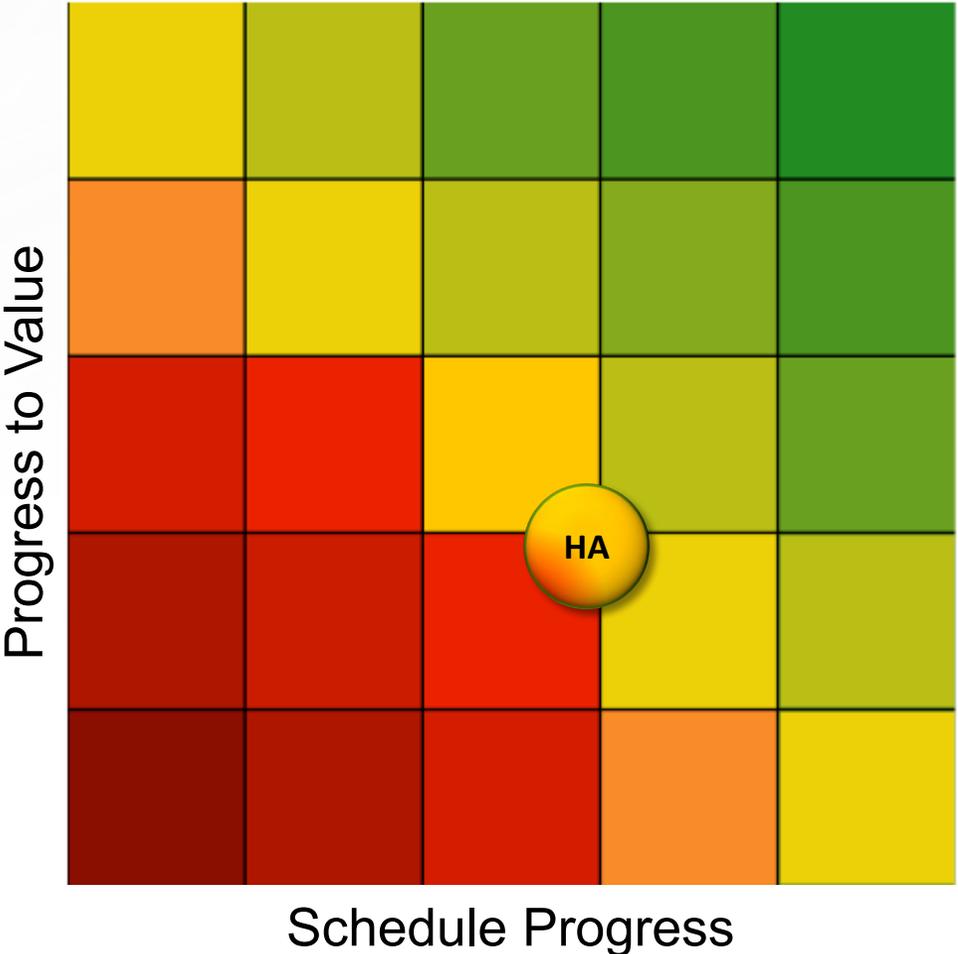
Notable risks and mitigations

Risk: Due to extensive planning and strategy efforts, activities may not progress to the extent expected by the end of the ISP

Response: IPOC agrees that the revised approach is appropriate to better prepare the system for UAT and implementation

Pension Solution Workstream

Project Health Assessment (HA)



Progress Summary

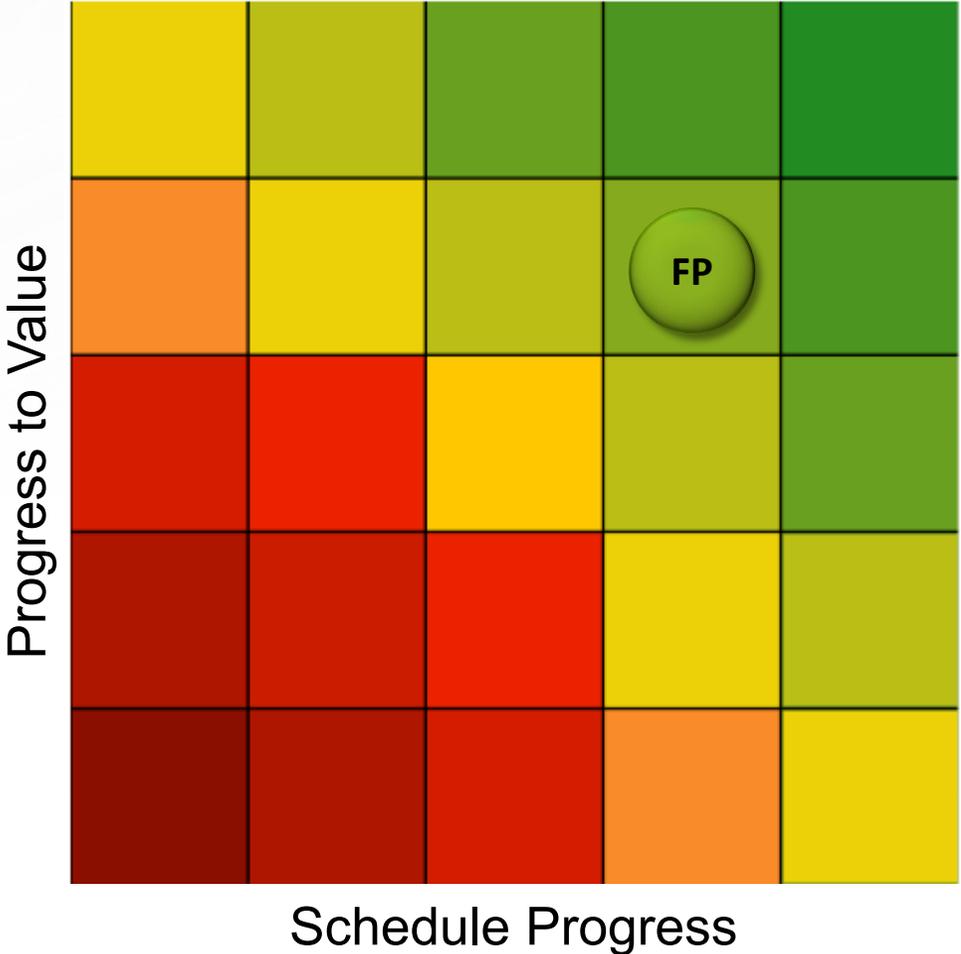
HA vendor has experienced ongoing challenges in identifying and interpreting project data to provide meaningful project status. Some draft deliverables were provided and reviewed. The vendor continues to refine deliverables based on feedback received.

Notable risks and mitigations

Risk: Challenges gathering, interpreting, and analyzing data may reduce the accuracy and value of HA deliverables.
Mitigation: Project team members and IV&V continue to assist the HA vendor with their understanding and analysis of project data.

Pension Solution Workstream

Future Procurement (FP)



Progress Summary

Procurement activities are ongoing with effective leadership and progress. The RFI was released ahead of schedule and responses are being reviewed

Notable risks and mitigations

Risk: Interim services period may end before new vendor procurement is complete

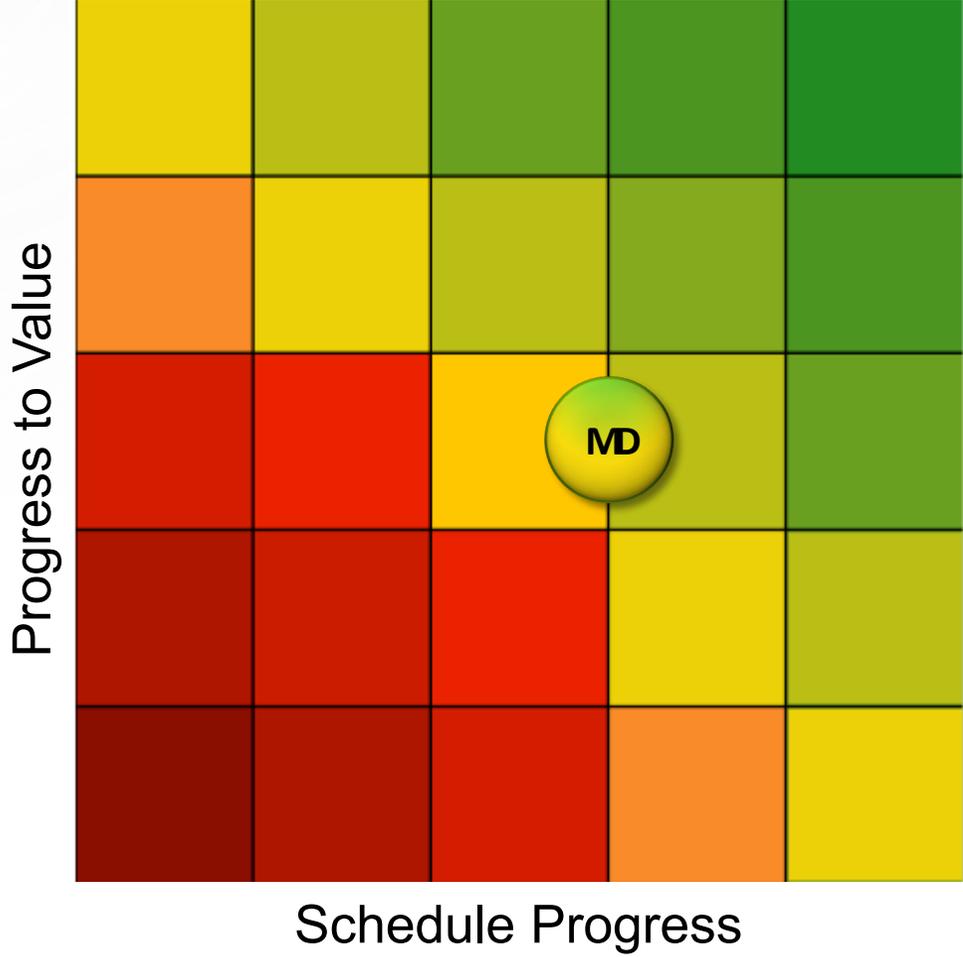
Mitigation: Activities are being performed to address this risk

Risk: New procurement strategy may not be effective

Mitigation: Activities are being performed to address this risk

Pension Solution Workstream

Project Metrics Development (MD)



Progress Summary

Project metrics are being discussed with project team, ISP vendor, and oversight via regular meetings. Progress is being made with regard to categories of metrics and potential presentation types.

Notable risks and mitigations

Risk: Multiple sets of metrics are maintained and reported by multiple entities resulting in a lack of alignment on results and meaning

Mitigation: Project Director and team have agreed to utilize a single set of agreed upon metrics produced by a single group and validated as appropriate.

IPOC Activities and Contributions

Since the last reporting period the IPOC team has been engaged in a variety of oversight-related activities, including strategy discussions, project meeting attendance, document review, independent analysis, and discussions with project staff, leadership, vendors, and Teacher's Retirement Board members.

Selected project meetings attended:

- Business Scenario Group meetings
- Strategy discussions regarding system implementation vendor procurement and interim services period
- Board member updates and discussions
- Weekly Sponsor/executive meetings
- Health assessment vendor discussions
- Meetings with subject matter resources regarding procurement approach options
- Meetings with sponsors and project management team regarding cloud architecture assessment
- Team CGI and CalSTRS Project Management Team Sync meetings
- One on one meetings with project sponsors
- Sagitec leadership discussions
- Project improvement meetings
- Project metrics meetings
- Collaboration status meetings
- Pension Solution Steering Committee meetings