

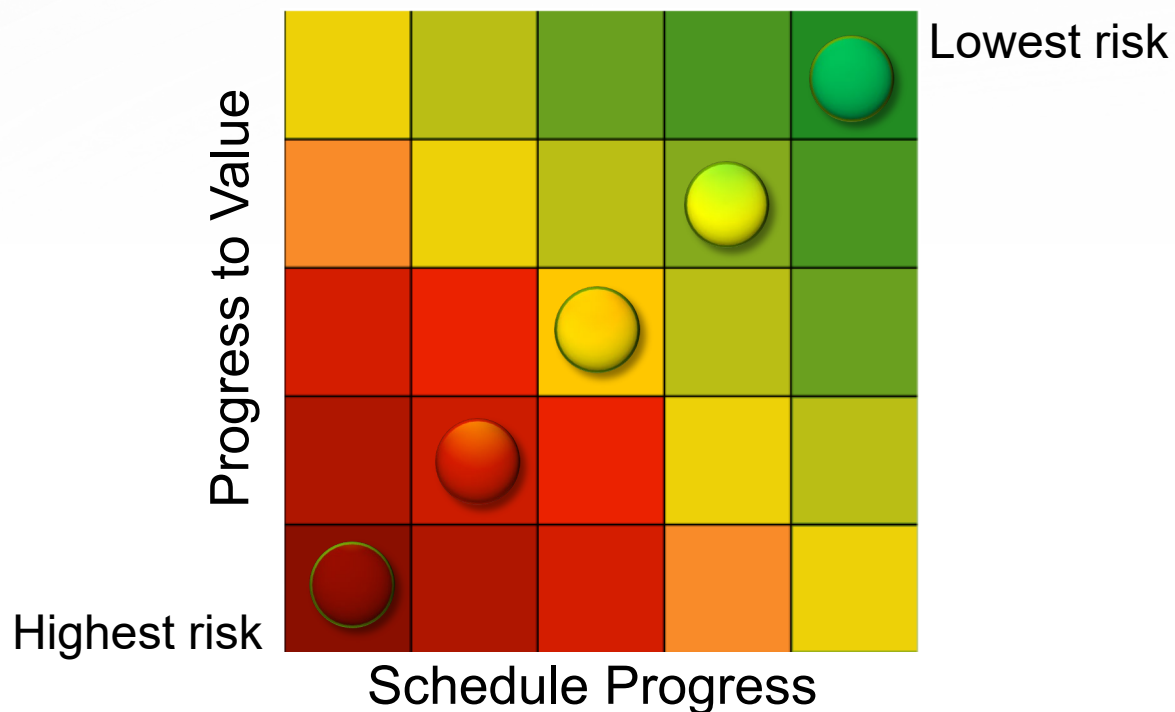
Guidehouse Independent Project Oversight Report

California State Teachers' Retirement System

March 1, 2023

Graphical Assessment Overview

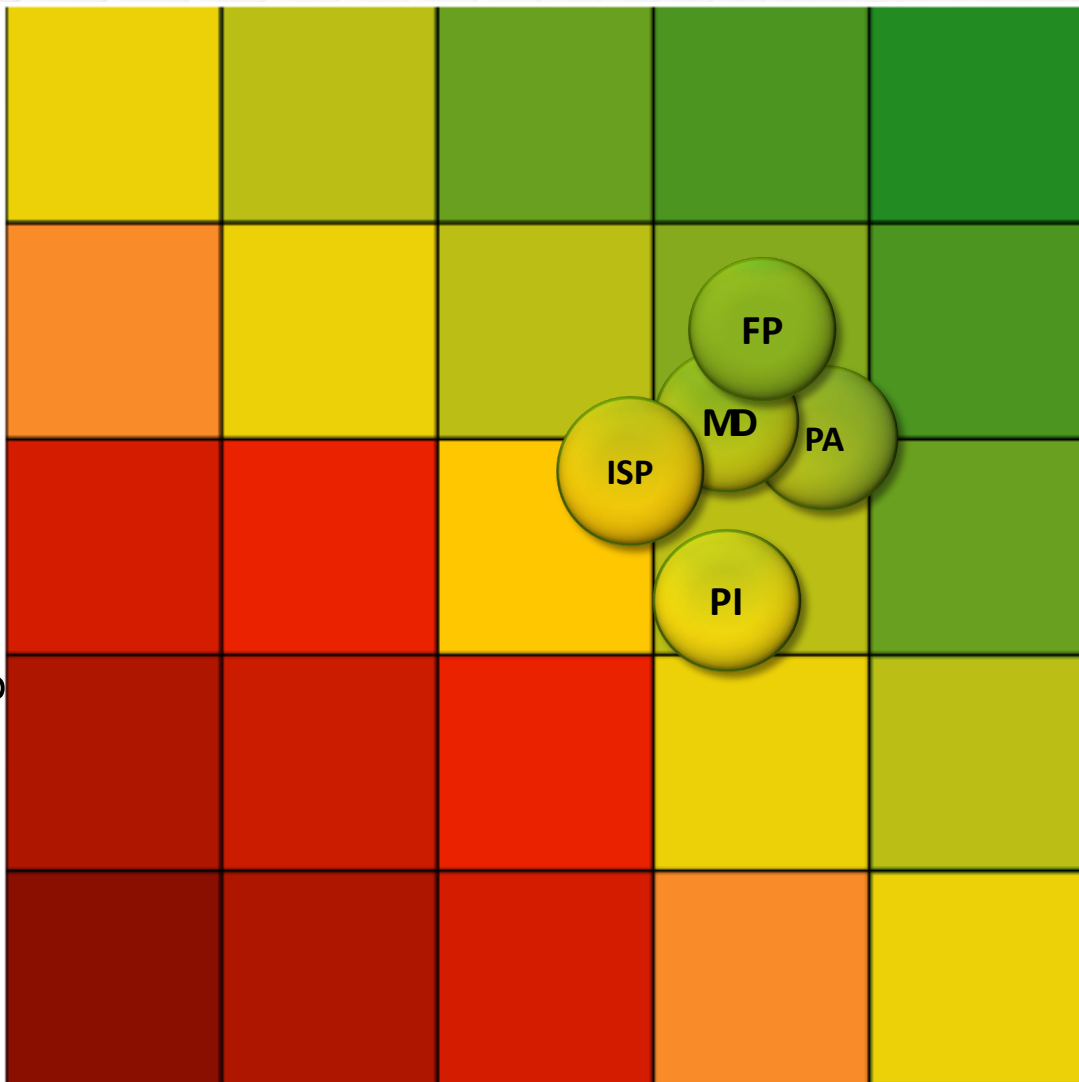
This informational item is an Executive Summary of Guidehouse’s monthly oversight report for the Pension Solution project. This item provides an assessment for each of the major workstreams currently underway based on a combination of progress to value and schedule, along with a summary assessment of 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

The permanent Project Director position has been filled. IPOC sees this as a very positive hire for the project going forward. Interim Services Period (ISP) foundational strengthening activities continue. Sagitec focuses on defect resolution and merging functional release code.

Notable risks and mitigations

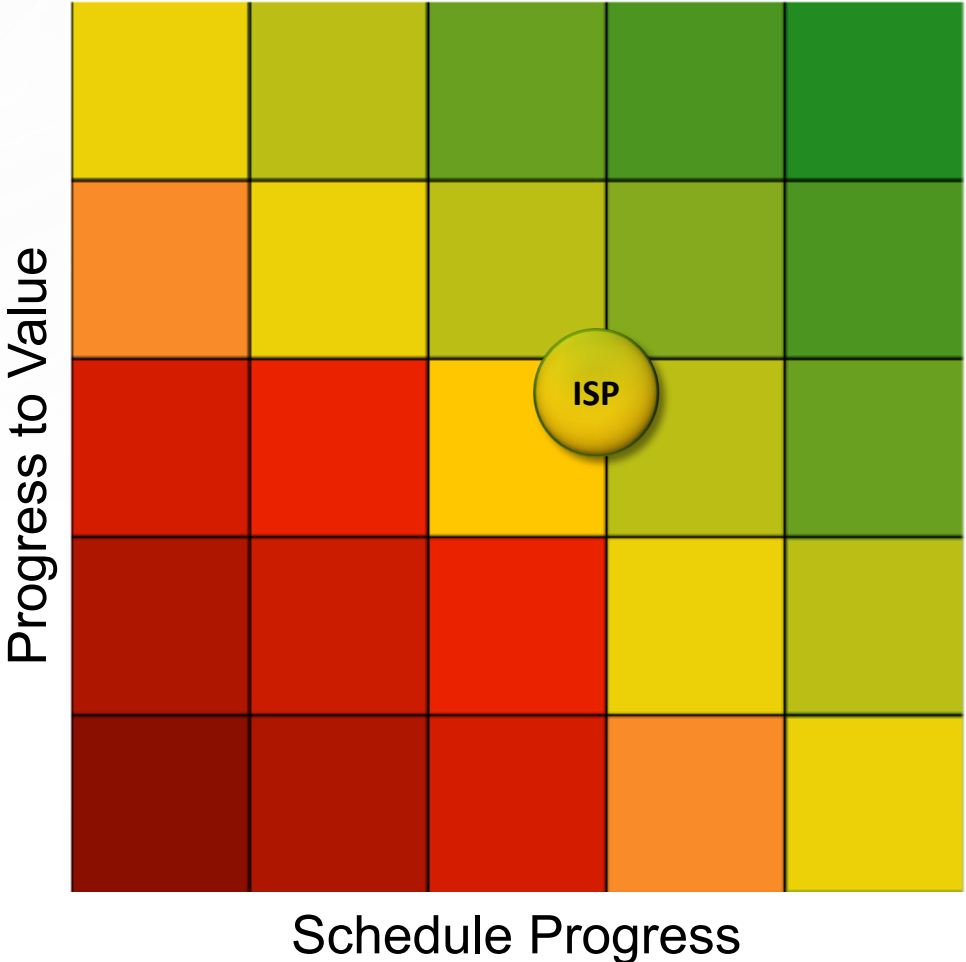
Risk: Project Management skillset gaps continue to exist
 Mitigation: Sponsors continue to search for the right resources for these roles including the Sr. Project Manager role which remains open.

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



Sagitec has focused on merging FR2 and FR3 code, resolving prioritized defects, and test planning while CalSTRS is focused on foundational strengthening activities such as developing metrics, filling skillset gaps, and defining testing approach and scope.

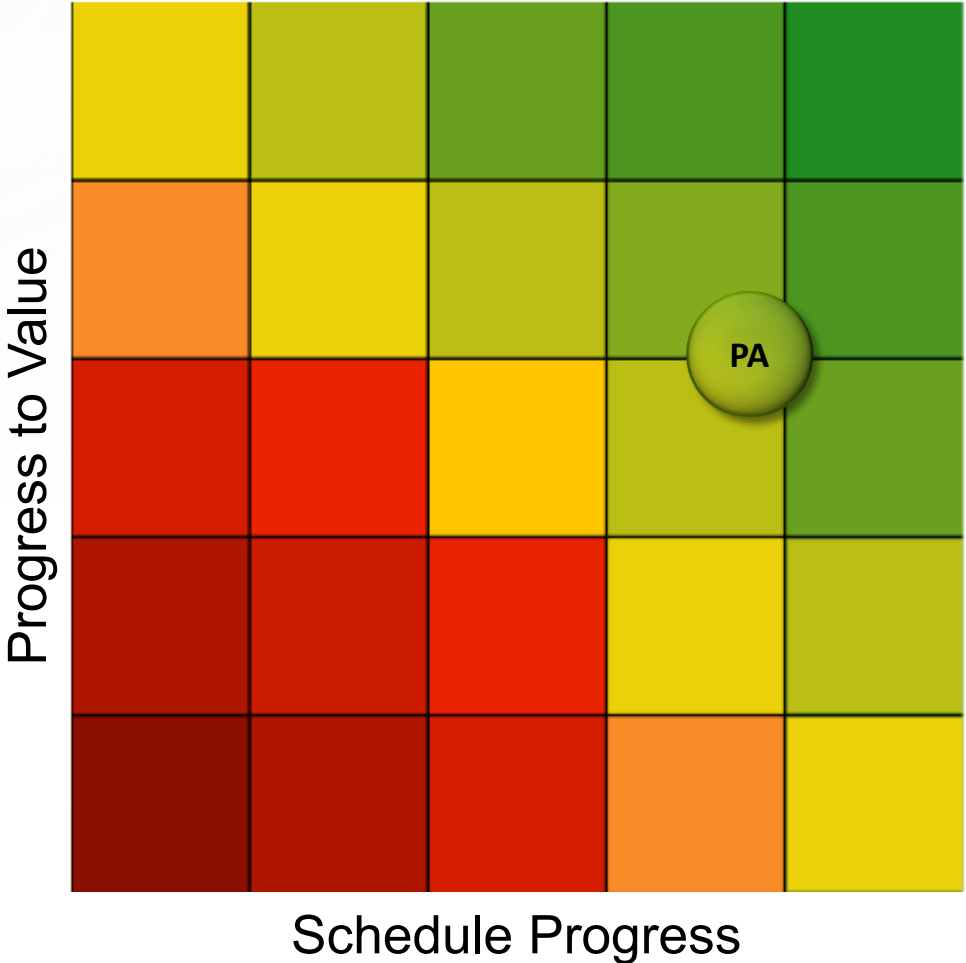
Notable risks and mitigations

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

Response: CalSTRS and Sagitec are defining specific milestones and goals for the ISP against which progress will be measured.

Pension Solution Workstream

Project Assessment (PA)



Progress Summary

Project assessments have been delivered and reviewed by CalSTRS. Recommendations include process improvements, improvements for consideration with future vendor procurement, and areas where additional support may be advantageous.

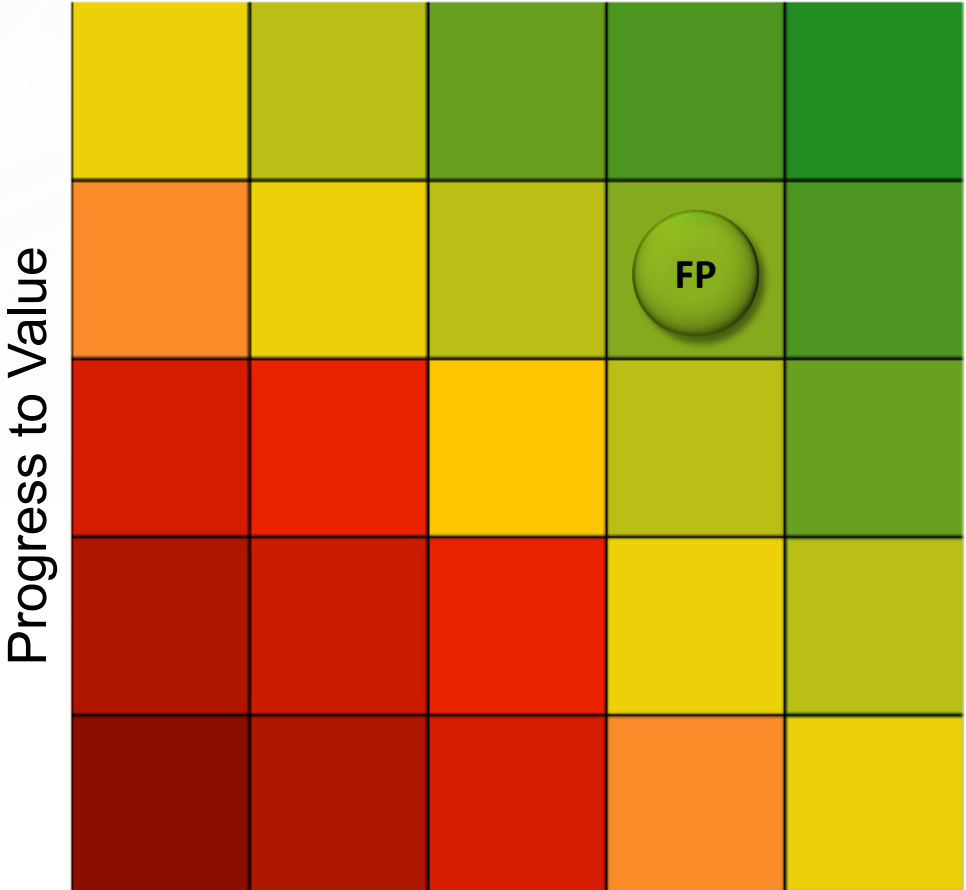
Notable risks and mitigations

Risk: Challenges gathering, interpreting, and analyzing project information and data may reduce the accuracy and value of PA recommendations.

Mitigation: Project team members and oversight have provided feedback and identified areas where assessment conclusions required additional information

Pension Solution Workstream

Future Procurement (FP)



Progress to Value

Schedule Progress

Progress Summary

Procurement activities are ongoing with effective leadership and progress.

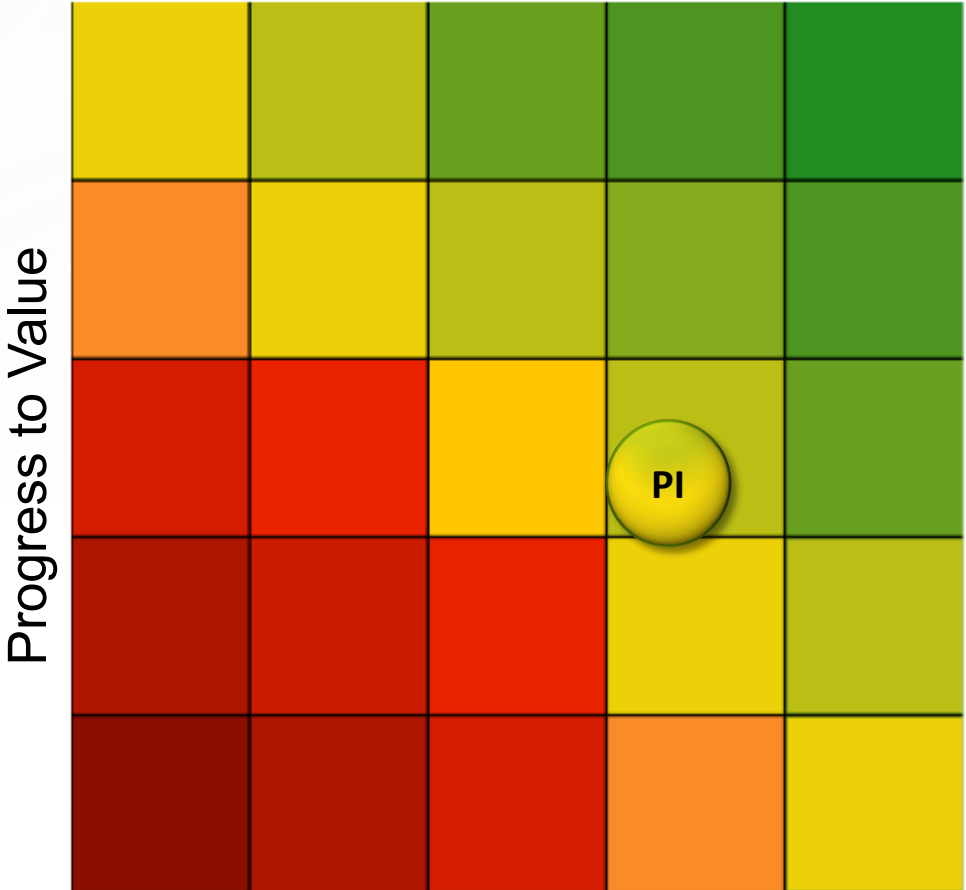
Notable risks and mitigations

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

Mitigation: Activities are being performed to address this risk

Pension Solution Workstream

Project Improvements (PI)



Schedule Progress

Progress Summary

PI team has worked with business resources to identify specific improvements to implement during the ISP. Approaches to implement and measure are in development.

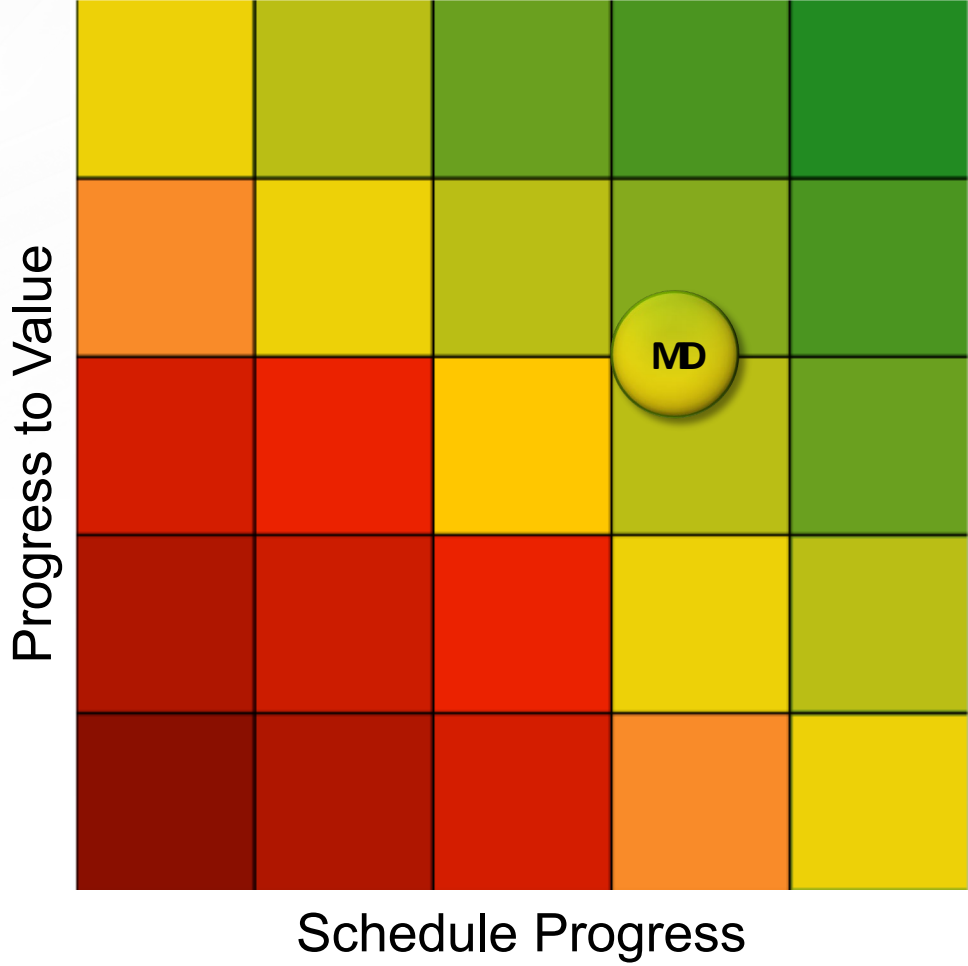
Notable risks and mitigations

Risk: Project improvement processes may carry additional overhead and extensive effort beyond the value of the improvement ideas

Mitigation: PI implementation approaches will consider time and effort to implement and measurable value.

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 methods

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:

- Test strategy meetings
- Strategy discussions regarding system implementation vendor procurement and interim services period
- Board member updates and discussions
- Weekly Sponsor/executive meetings
- Meetings with subject matter resources regarding foundational strengthening activities
- Meetings with sponsors and project management team regarding cloud architecture assessment
- Sagitec and CalSTRS Project Management Team Sync meetings
- One on one meetings with project sponsors, Sagitec team members, and project team
- Project improvement meetings
- Project metrics meetings
- Project Risk/Issue meetings
- Pension Solution Steering Committee meetings