

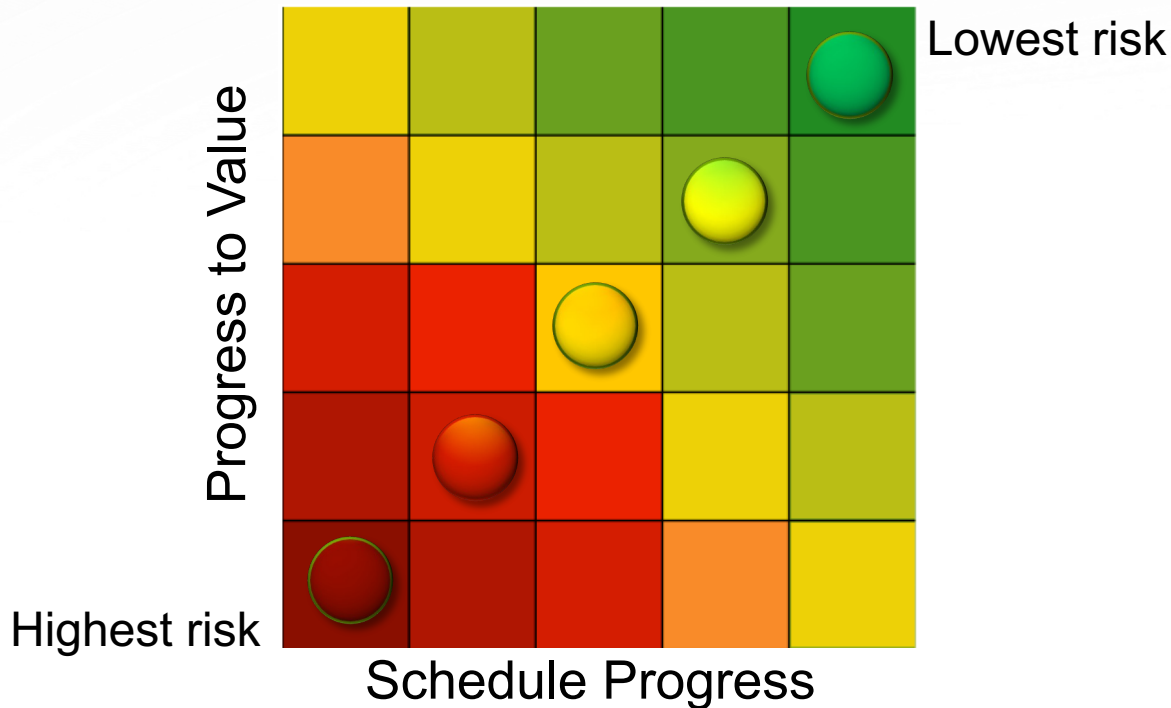
Guidehouse Independent Project Oversight Report

California State Teachers' Retirement System

January 10, 2024

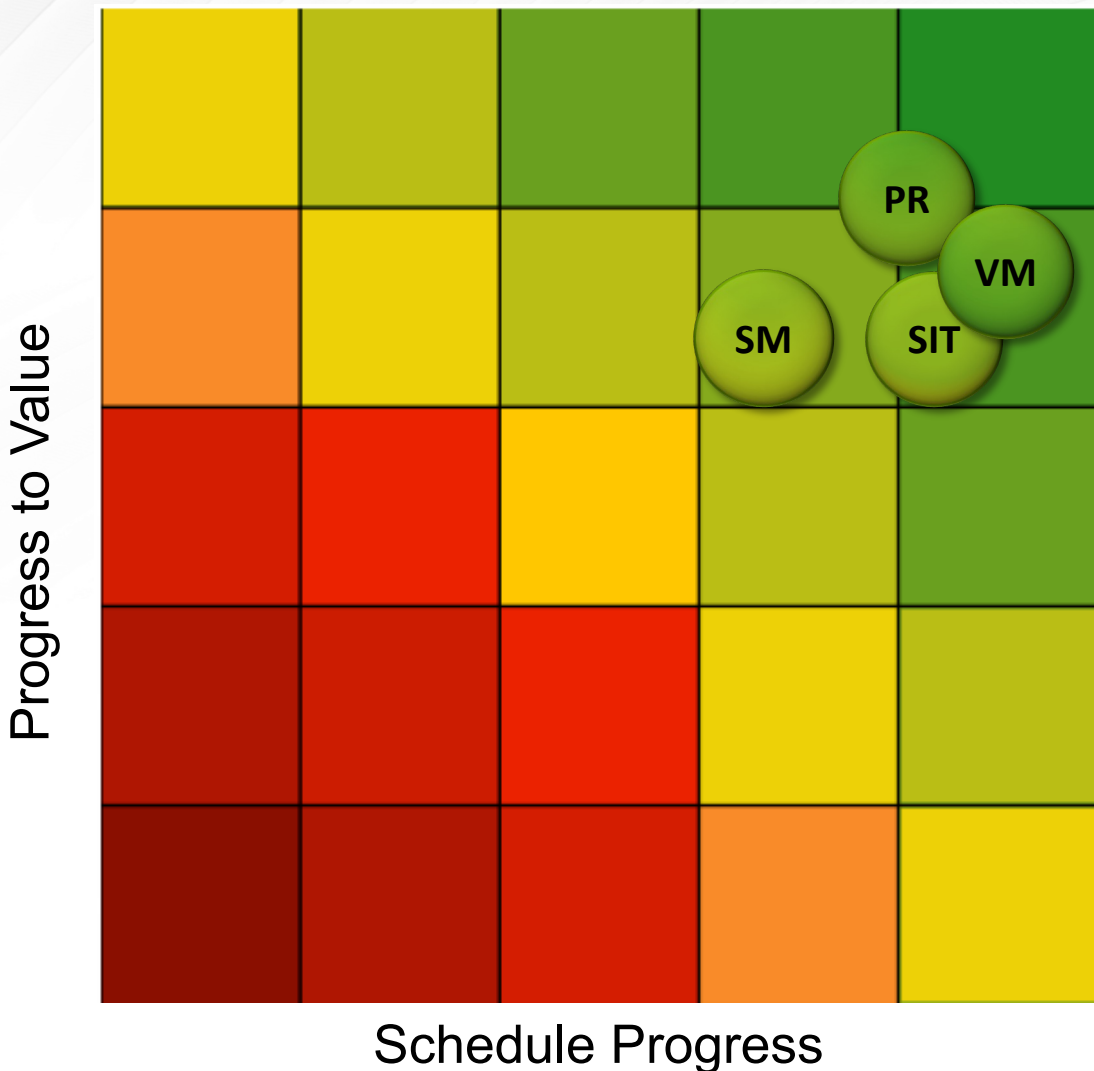
Graphical Assessment Overview

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



Overall Summary

The project continues to follow the formal schedule with a planned go-live date in Fall 2025. Primary ongoing activities include System Integration Testing (SIT), progress tracking and reporting, and resource/vendor management.

Notable risks and mitigations

Risks: Ensuring all defects are clearly defined, understood, accounted for, and assigned.

Ensuring clear documentation for the definition of “done” and traceability from requirements to test results/exit criteria for go-live.

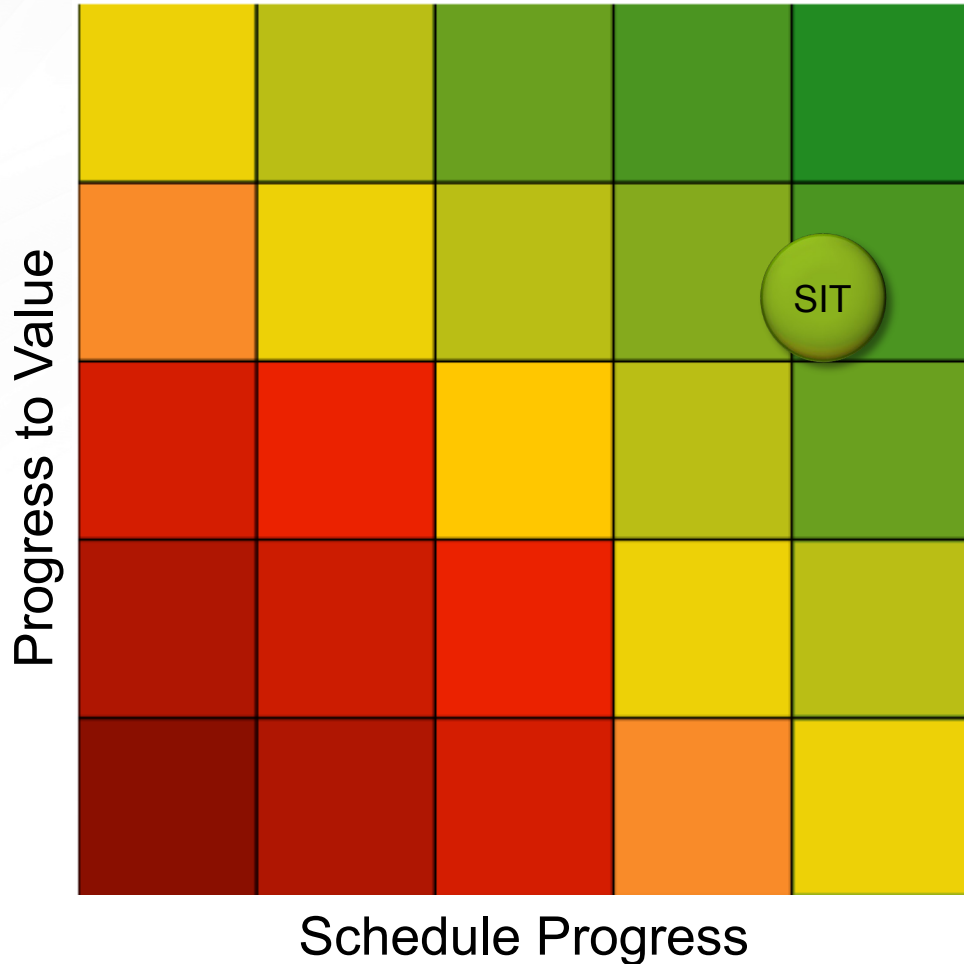
Mitigations: CalSTRS has developed matrices defining responsibilities across CalSTRS and project teams. Sagitec and CalSTRS are analyzing and allocating defects for resolution.

Project Management leadership are analyzing traceability and developing processes to address if needed.

Legend: SIT – System Integration Testing; VM – Vendor Management; SM – Schedule Management; PR – Project Resourcing

Pension Solution Activity

System Integration Testing (SIT)



Progress Summary

Sagitec and CalSTRS continue to execute SIT activities on schedule with more test cases passed than planned. Overall defects are increasing but remain within planned levels.

Notable Risks and Mitigations

Risk: If the testing execution and/or defect rate do not track to plan significant impacts to the schedule may be encountered.

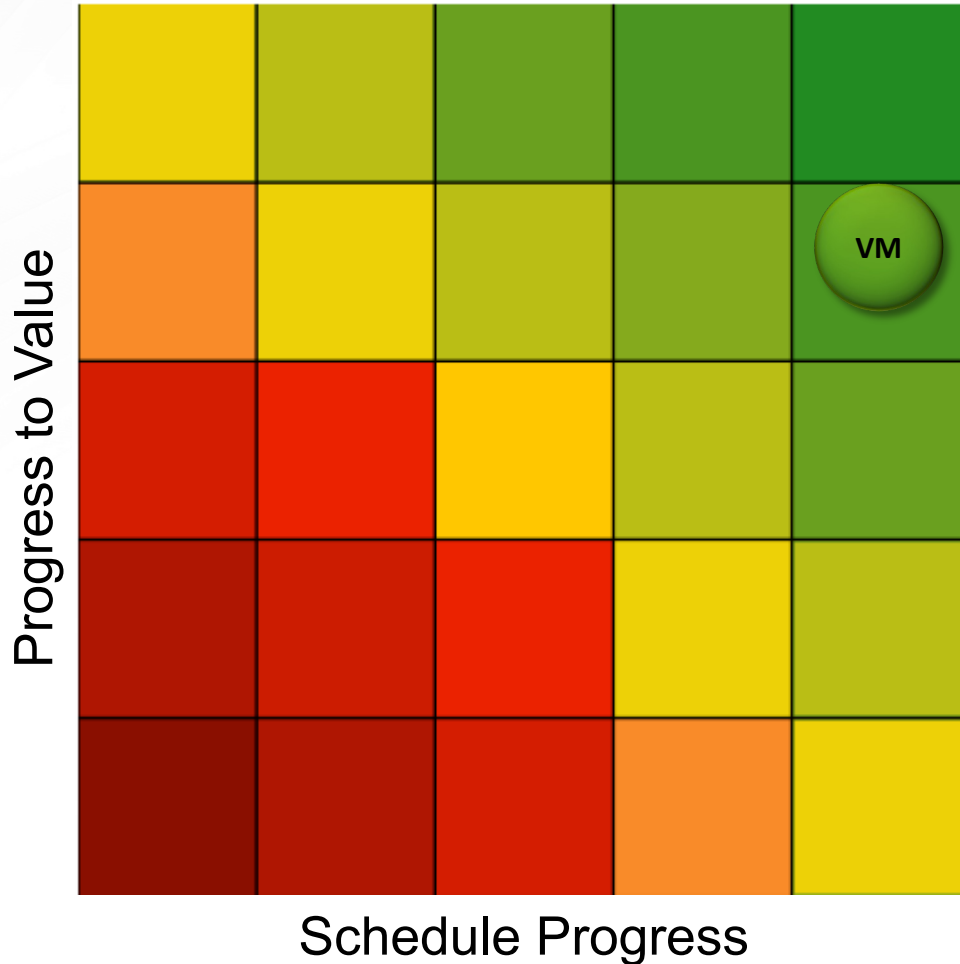
Items impacting design may significantly impact the schedule and budget if not effectively managed.

Mitigation: Execution and defect metrics have been developed and are actively monitored.

Project leadership is actively monitoring and vetting design-related items identified during testing.

Pension Solution Activity

Vendor Management (VM)



Progress Summary

Implementation Support Services Vendor (ISSV) teams have been on-boarded and are actively working on activities assigned to them. On boarding has been effective, and vendor teams are fully engaged.

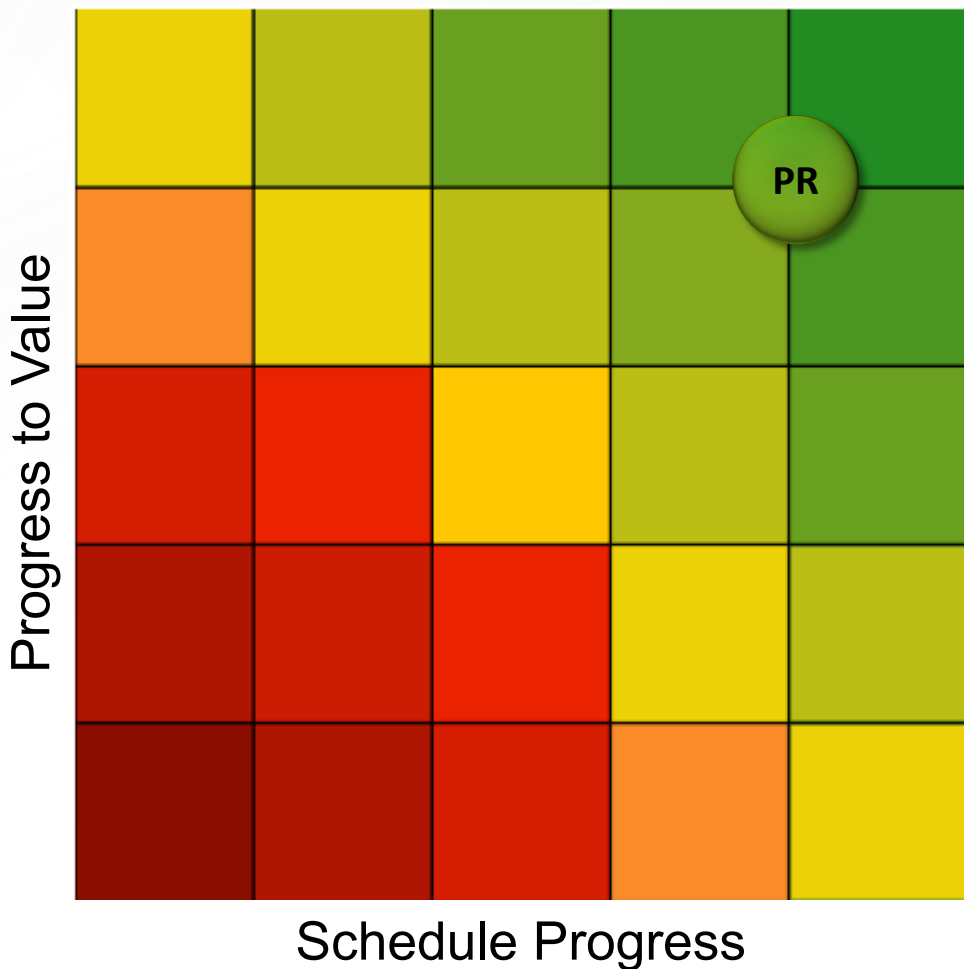
Notable Risks and Mitigations

Risk: If responsibilities and accountability for strategy, direction, and/or execution are unclear, project scope, schedule, and quality may be impacted.

Mitigation: CalSTRS’ Project Director, Project Manager, and Vendor Manager have developed documentation defining responsibilities across project activities. CalSTRS and ISSV leadership frequently communicate priorities and assign activities.

Pension Solution Workstream

Project Resourcing (PR)



Progress Summary

The CalSTRS Project Manager has fully assumed the role, and the ISSV teams have been on-boarded and begun working on their initial prioritized tasks. CalSTRS’ primary leadership roles have been filled while additional vacancies remain open.

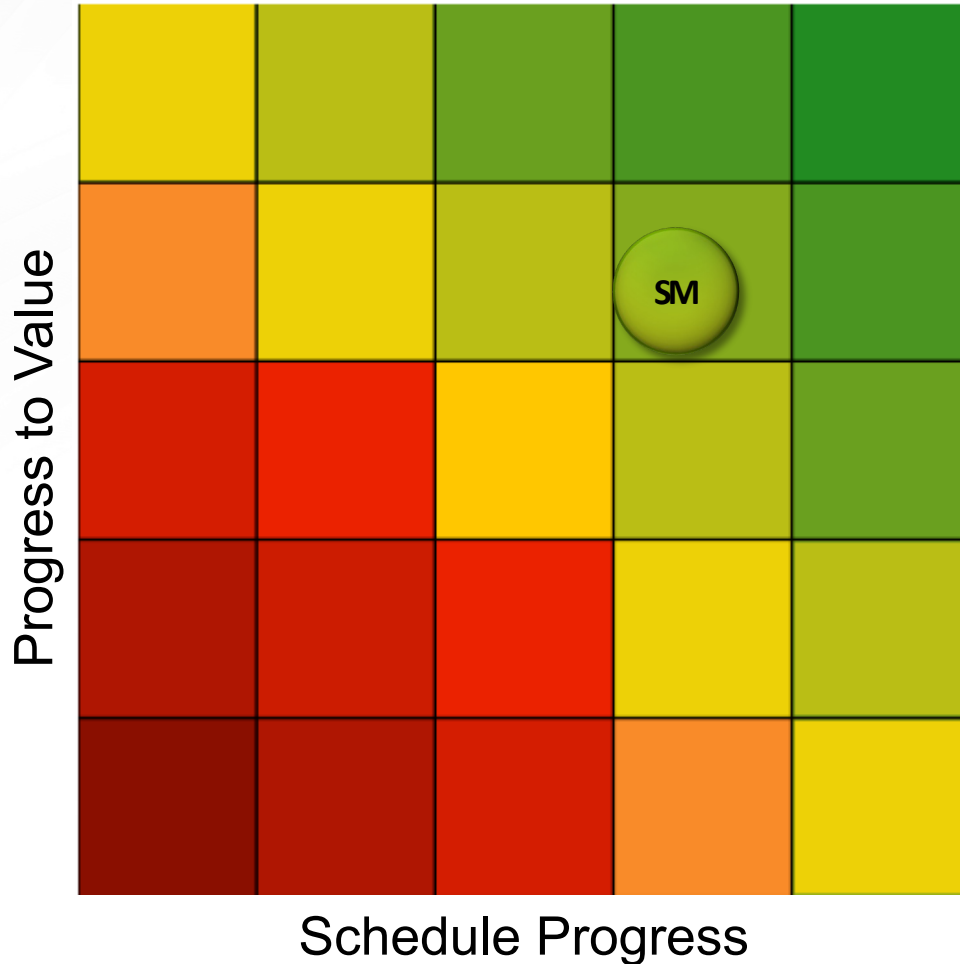
Notable Risks and Mitigations

Risk: Given the multiple implementation services vendors on the project, effective direction, coordination, clarity around responsibilities, and active vendor management are necessary to maintaining the schedule.

Mitigation: The CalSTRS Project Manager and Vendor Manager are coordinating vendor resources, prioritizing tasks, and monitoring progress. Recruitment continues for existing vacancies.

Pension Solution Workstream

Project Schedule Management (SM)



Progress Summary

The Project Management ISSV’s scheduling team continues to refine the schedule to capture and monitor detailed activities. IPOC recommends developing an overall project progress metric based on the integrated master schedule.

Notable Risks and Mitigations

Risk: Collaborative project management and progress reporting may become heavily focused on specific activity metrics with insufficient focus/understanding of the overall schedule and cascading activity impacts.

Mitigation: ISSV and CalSTRS project management are elaborating and refining the schedule. Collaborative leadership meetings will be conducted to review the integrated master schedule.

IPOC Activities

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:

- Attended and participated in CalSTRS Project Manager on boarding sessions
- Attended and participated in ISSV Team on boarding sessions
- 1:1 meetings with CalSTRS' Project Manager to discuss strategy, priorities, support, and project background.
- 1:1 meetings with the ISSV Sr. Project Manager to discuss priorities, support received/needed, and progress.
- Test strategy and progress meetings
- Board member updates and discussions
- Weekly sponsor/executive meetings
- Meetings with subject matter resources regarding ongoing project activities
- Meetings with sponsors and project management team regarding cloud migration and architecture
- Sagitec and CalSTRS Project Management Team Sync meetings
- One on one meetings with project sponsors, Sagitec team members, and project team
- Strategic discussions with Project Director
- Project metrics development and standardization meetings
- Project Risk/Issue meetings
- Weekly meetings with Quality Management
- Attended and presented in the Pension Solution Steering Committee meetings
 - Meetings with Steering Committee Chair and Co-Chair and provided recommendations to improve governance and committee report-outs