

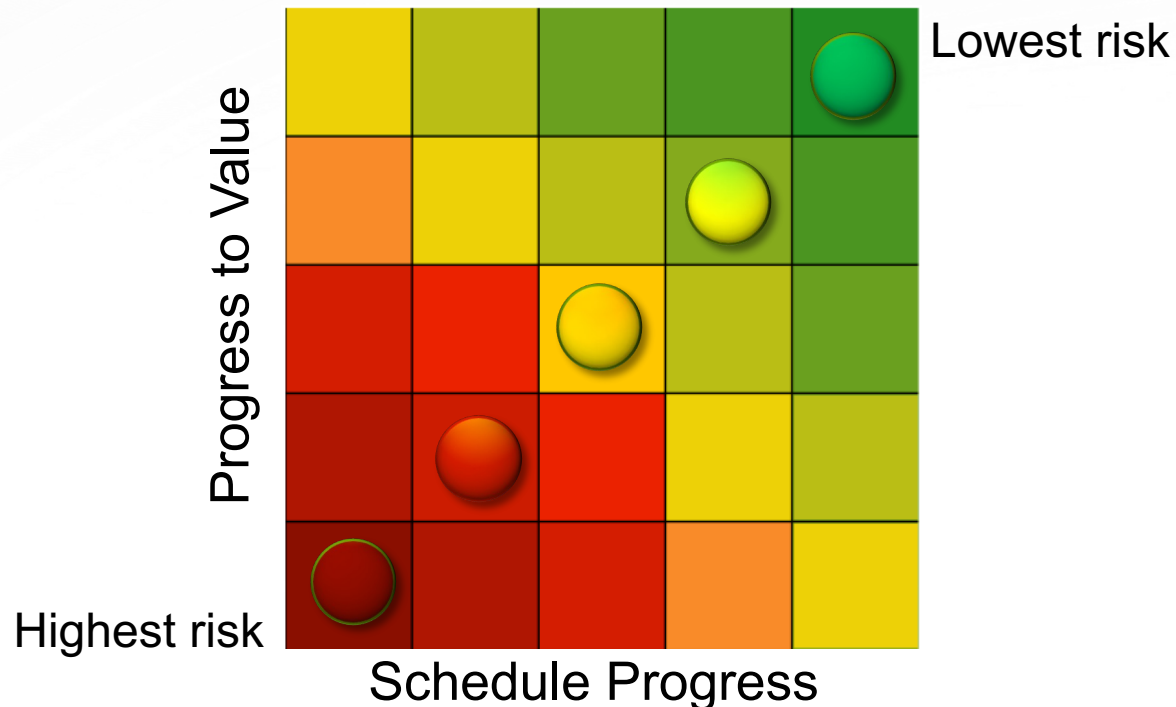
# Guidehouse Pension Solution Independent Project Oversight Report

## California State Teachers' Retirement System

May 2, 2024

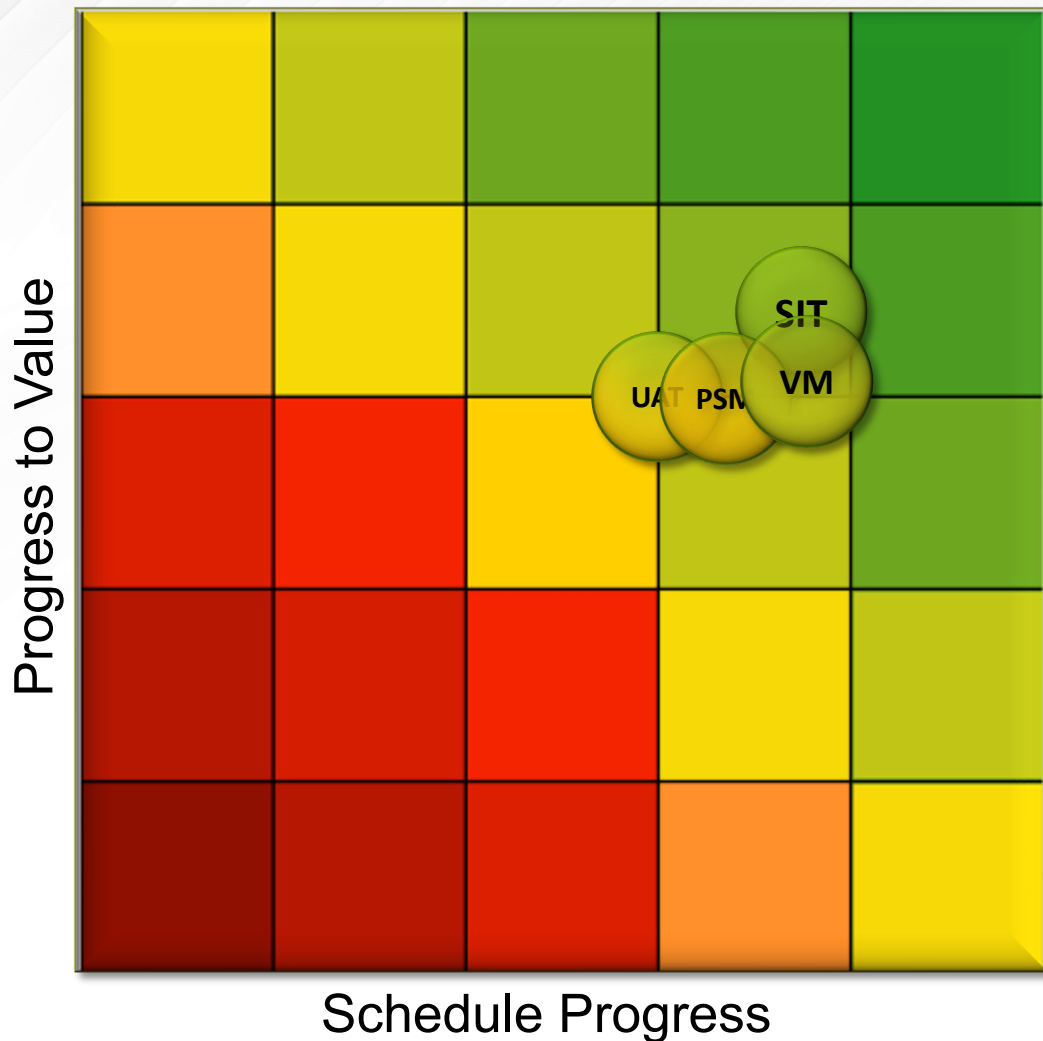
# Graphical Assessment Overview

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



**Legend:** SIT – System Integration Testing; VM – Vendor Management;  
 PSM – Project/Schedule Management; UAT – User Acceptance Testing

## Overall Summary

The project continues to follow the formal schedule with a planned go-live of Fall 2025. Ongoing activities include SIT execution, validation, and defect resolution, UAT planning, and project metrics monitoring and reporting.

## Notable risks and mitigations

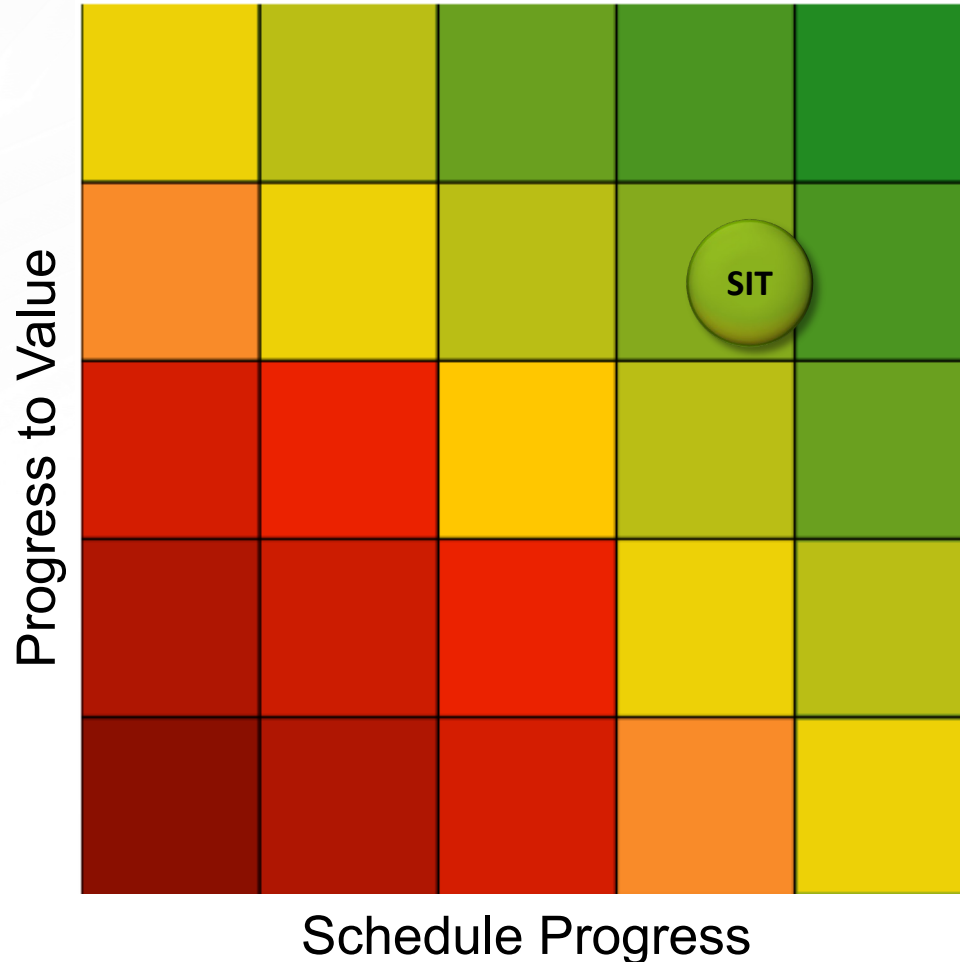
**Risks:** Completing UAT planning and preparation tasks timely and with sufficient detail.

Ensuring all defects are qualitatively understood, accounted for in the system of record, and assigned for resolution. Ensuring clear documentation to communicate test results/exit criteria for go-live. Maintaining awareness and proactive management of the project schedule and all critical activities for go-live.

**Mitigations:** The UAT team is conducting extensive planning/preparation activities with business input. Current defects have been analyzed and are allocated for resolution. Traceability data and documentation are being analyzed for requirements/ functionality coverage and reporting. The Project Management Office is actively monitoring, updating, and reporting on the project schedule.

# Pension Solution Activity

## System Integration Testing (SIT)



### Progress Summary

Sagitec and CalSTRS continue to execute SIT activities on schedule as planned. Defects are being addressed per documented burndown plans.

### 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.

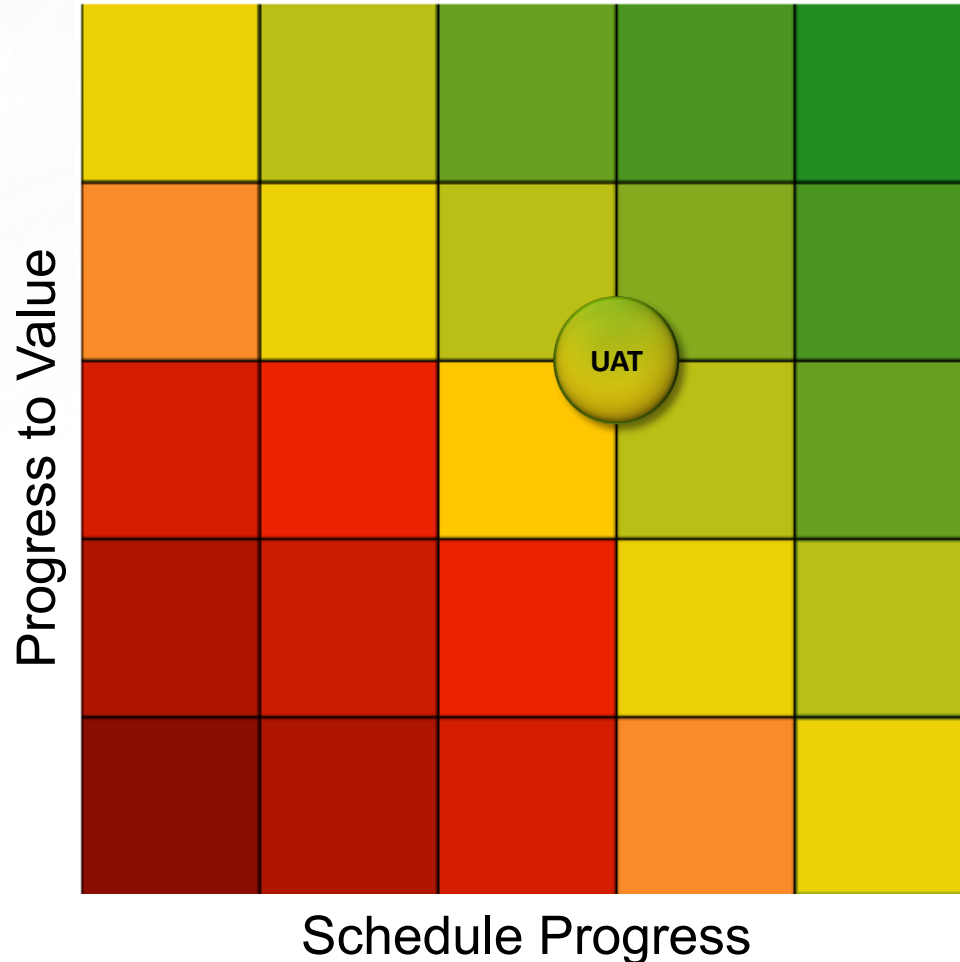
**Mitigation:** Execution and defect metrics have been developed and are actively monitored.

Design items are being identified and addressed. These items are assessed by Sagitec for impact and will be escalated if necessary.

# Pension Solution Workstream

## User Acceptance Testing (UAT)

### Progress Summary



Documentation and approval of the UAT plan is behind schedule as additional time is being taken for strategy and plan review. Subsequent UAT activities are beginning and not impacted by plan delays.

### Notable risks and mitigations

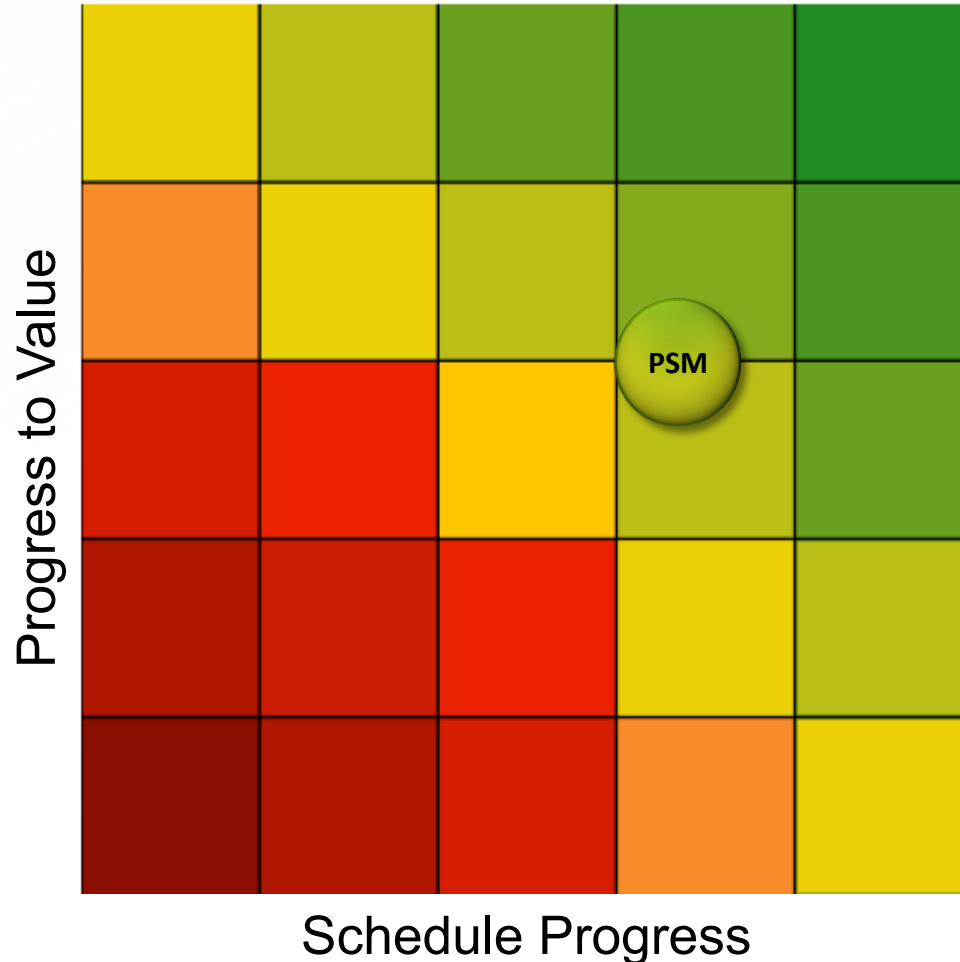
**Risks:** Managing potential challenges due to the scheduled overlap of UAT and SIT. Utilizing testers other than operational end users can reduce UAT effectiveness.

**Mitigations:** UAT testing is scheduled to begin in areas which have completed SIT. A percentage of UAT execution will be conducted by end users.

# Pension Solution Workstream

## Project/Schedule Management (PSM)

### Progress Summary



The ISSV’s scheduling team continues to refine the schedule to define and track project activities. IPOC recommends the PMO conduct schedule-based meetings with project leadership to discuss schedule status.

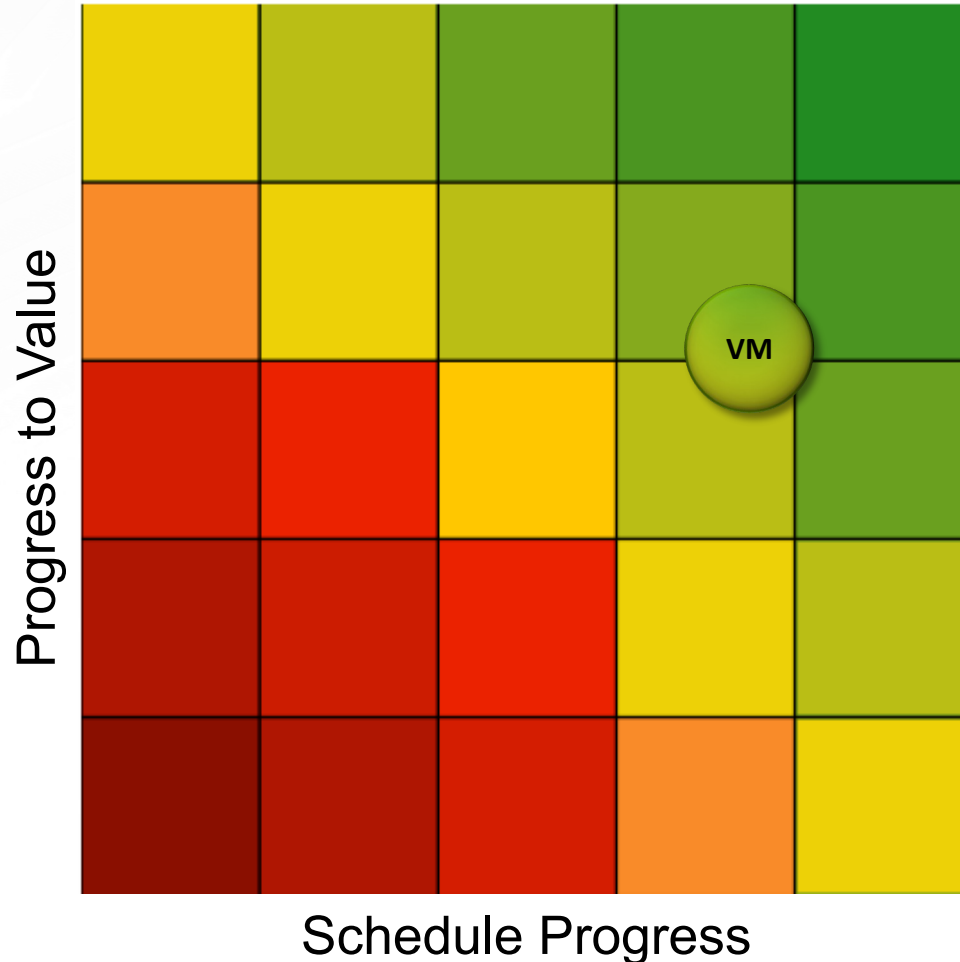
### Notable risks and mitigations

**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 continue to update and monitor the project schedule. A schedule-based view of critical path activities has been developed for presentation to project leadership and the board.

# Pension Solution Activity

## Vendor Management (VM)



### Progress Summary

Implementation Support Services Vendor (ISSV) teams continue to actively support areas such as UAT strategy and plan and PMO. CalSTRS project leadership is developing mechanisms to track vendor contractual requirements.

### Notable risks and mitigations

**Risk:** If vendors’ contractual requirements are not actively tracked and monitored, activities may not meet completeness, quality, frequency, or timeliness expectations impacting scope, schedule, and/or cost.

**Mitigation:** IPOC has discussed this risk with CalSTRS’ Vendor Manager and project leadership and provided recommendations to mitigate risks.

# IPOC Activities

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

## Selected project meetings attended:

- Attended and participated in CalSTRS/VIP Project Management meetings
  - Performed analysis and provided recommendations on vendor management, requirements traceability, definition of “done”, metrics development, definition, and management, schedule management and updates, defect management and tracking, risk reporting, executive reporting, UAT planning and PMO development
- 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