

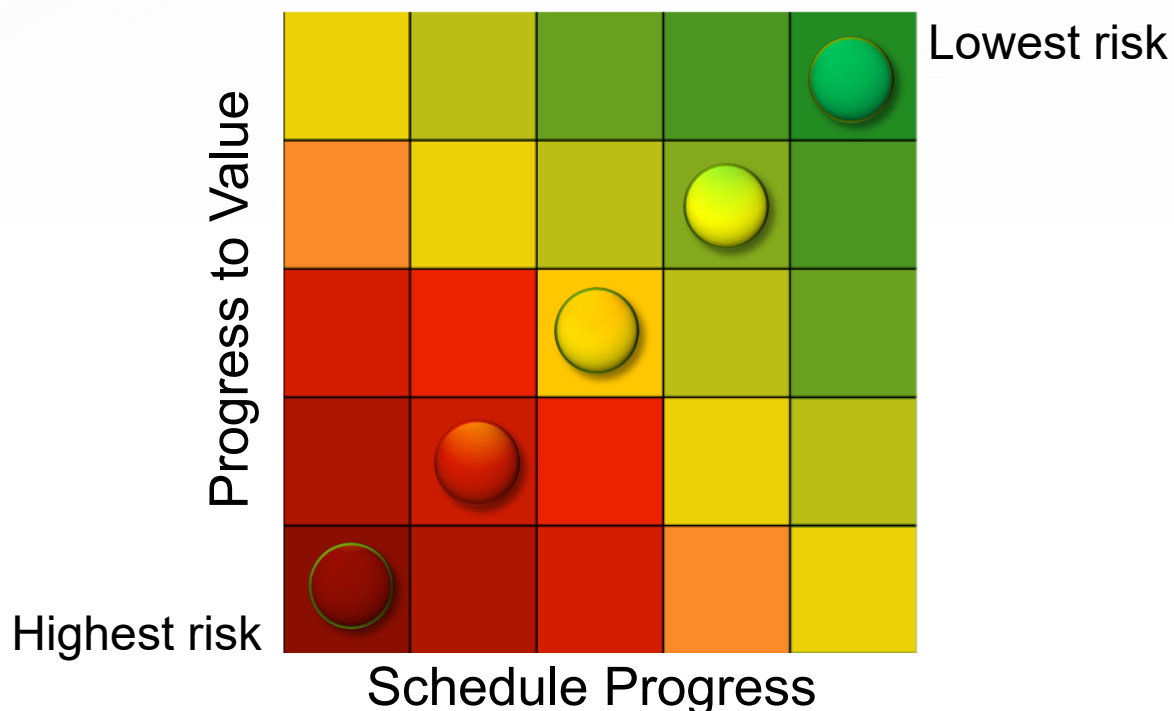
# Guidehouse Pension Solution Independent Project Oversight Report

## California State Teachers' Retirement System

November , 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.

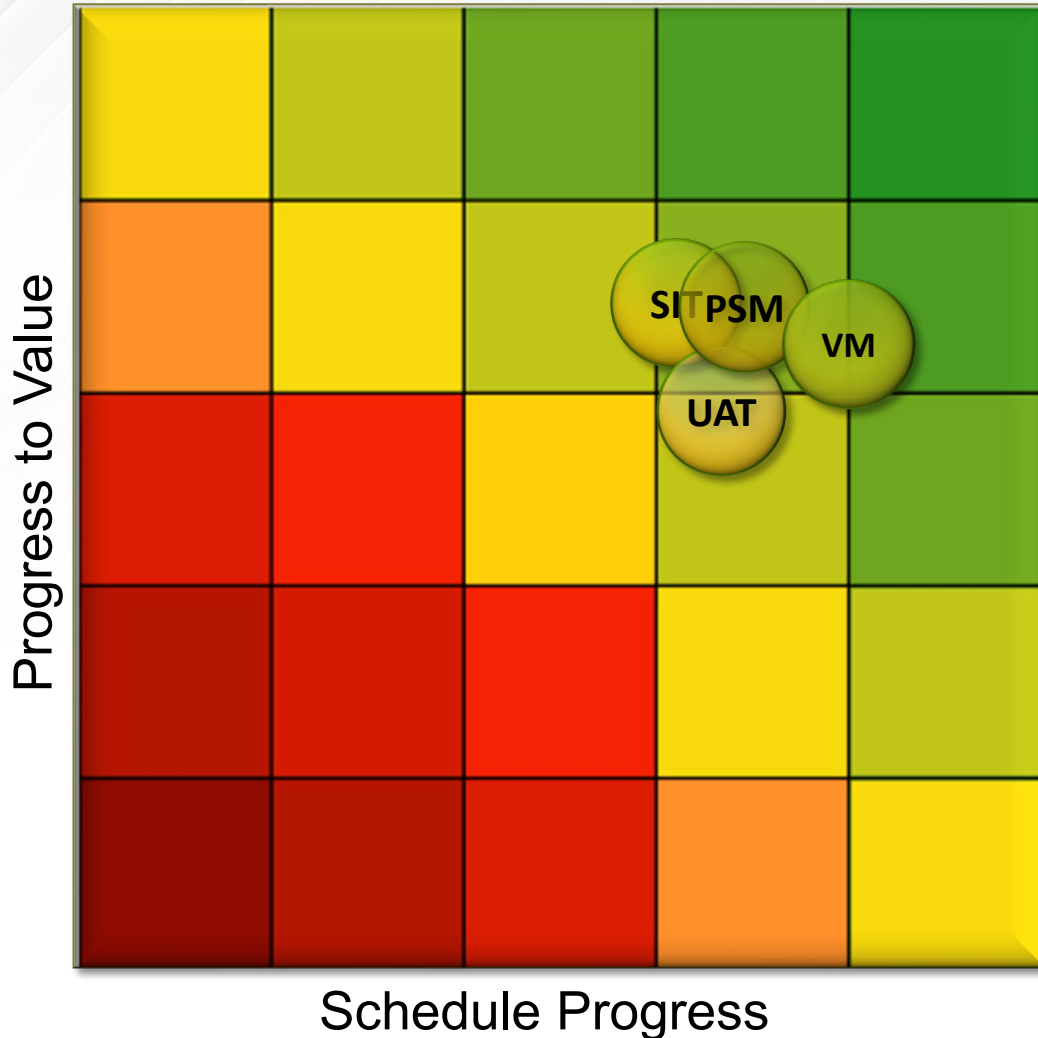


We use a square graphical heatmap that assigns a checkpoint rating to the major Pension Solution workstreams from the perspective of value progress and schedule progress. The plotted point on the heatmap also illustrates our summary rating for the workstream by its color designation.

# Pension Solution Overall Assessment

## Overall Summary

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



### Notable risks and mitigations

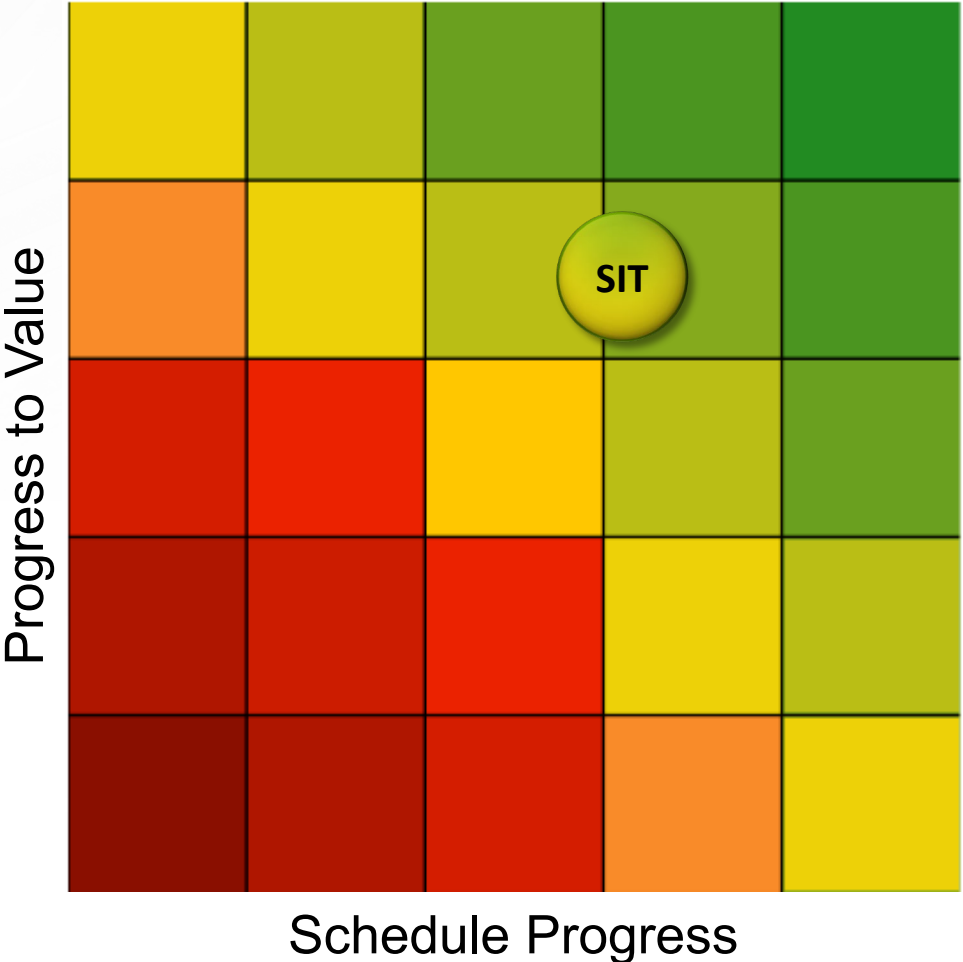
**Risks:** Maintaining the SIT and UAT schedules and effectively executing UAT/SIT overlap mitigation activities. Ensuring defects are qualitatively understood and addressed as needed for UAT and go-live milestones. Communicating/educating committee members/decision makers/stakeholders on criteria and expectations for decision point milestones. Maintaining awareness and proactive management of the project schedule, critical activity progress, and dependencies.

**Mitigations:** UAT and SIT have coordinated test sequencing to mitigate risks associated with overlap. Maintaining execution and defect resolution schedule is key. Project team developing method of communicating decision point criteria to business and project stakeholders. The Project Management Office is actively monitoring, updating, and reporting on the project schedule.

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

# Pension Solution Activity

## System Integration Testing (SIT)



### Progress Summary

Sagitec and CalSTRS continue to execute SIT activities as planned overall. Defects are being tracked and addressed per documented 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 reported and monitored. Items impacting system design 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

UAT execution began on 10/1/2024 as scheduled. The project team is tracking and reporting results daily. Defect triage processes are established and have been effective thus far.

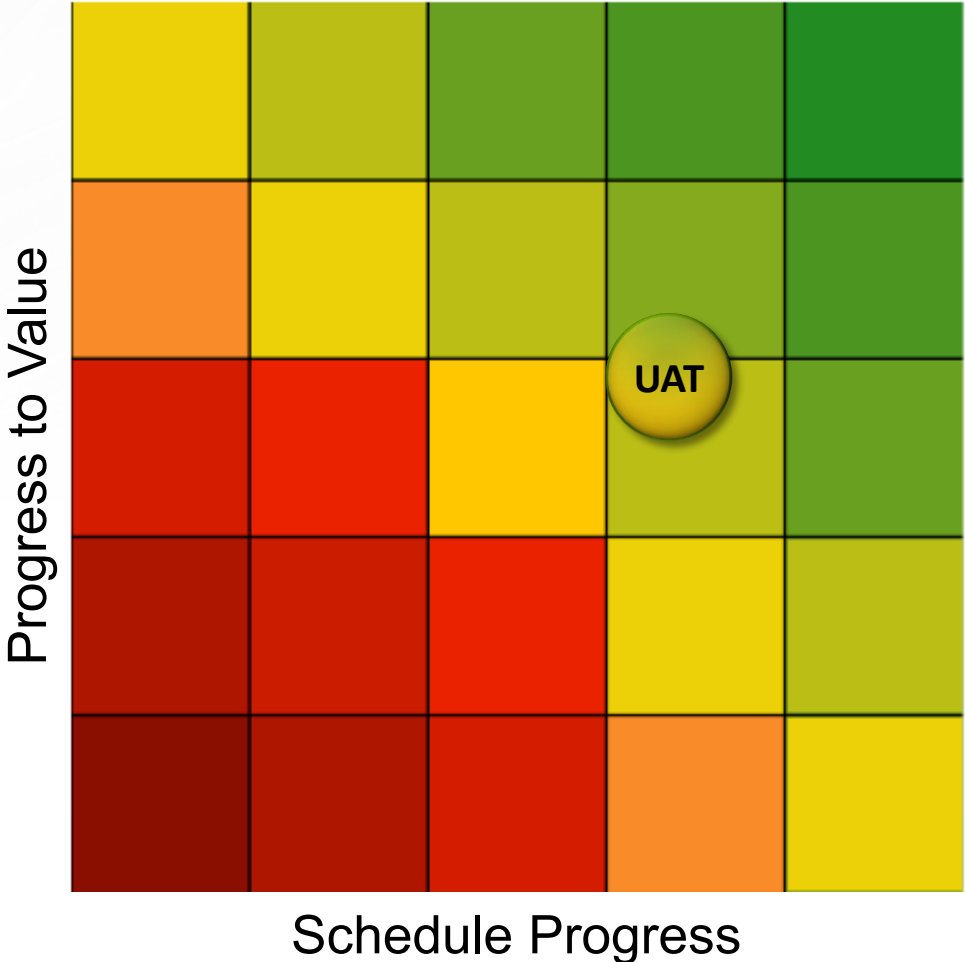
### Notable risks and mitigations

**Risks:** If UAT execution includes functionality not yet passed by SIT, user/tester confidence in the system and UAT effort may be negatively impacted.

If Sagitec, CalSTRS, Linea, and oversight are not aligned on the metrics for reporting schedule and qualitative UAT progress, misinterpretations of system and project status may result.

**Mitigations:** The UAT team has collaborated with SIT leadership to execute tests of functionality that has passed SIT.

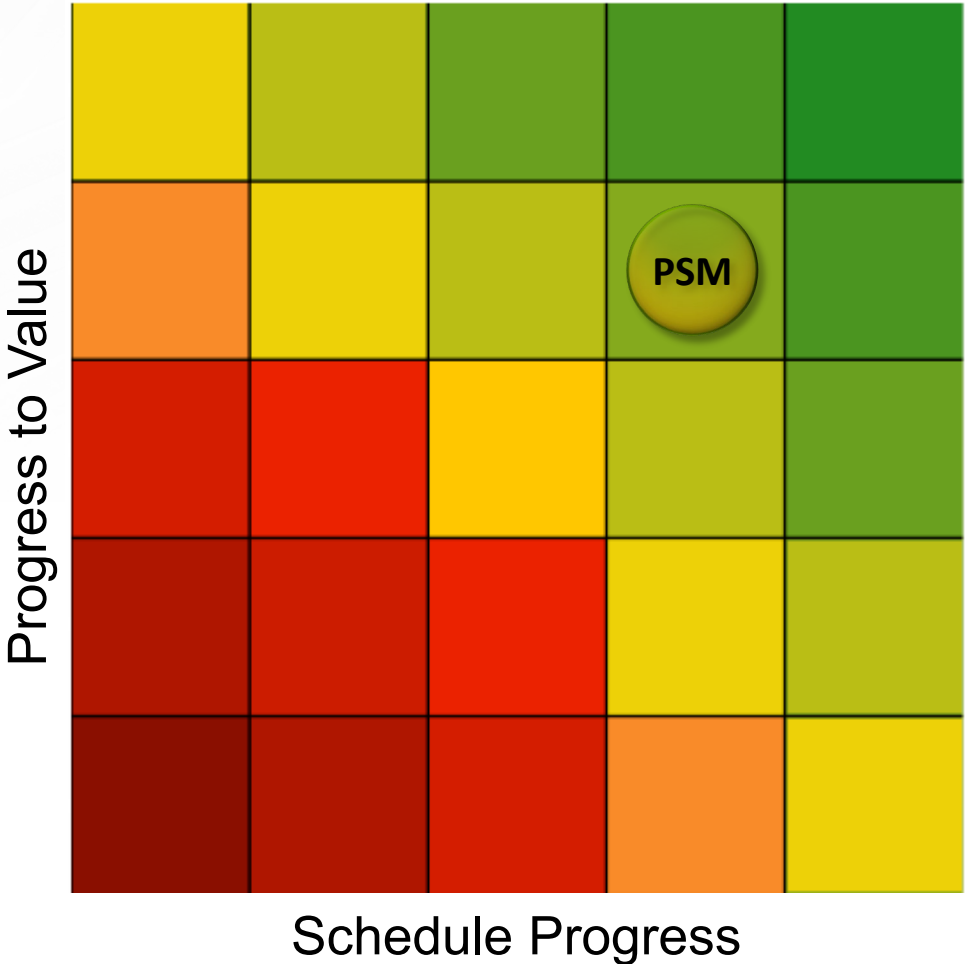
The project team is determining effective methods for qualitatively understanding and reporting UAT execution results and progress.



# Pension Solution Workstream

## Project/Schedule Management (PSM)

### Progress Summary



The Project Management Office (PMO) continues to refine the schedule and define and track project activities. Regular collaborative workstream meetings have been effective at improving overall project coordination and accountability. Formal documentation libraries should be better organized and managed.

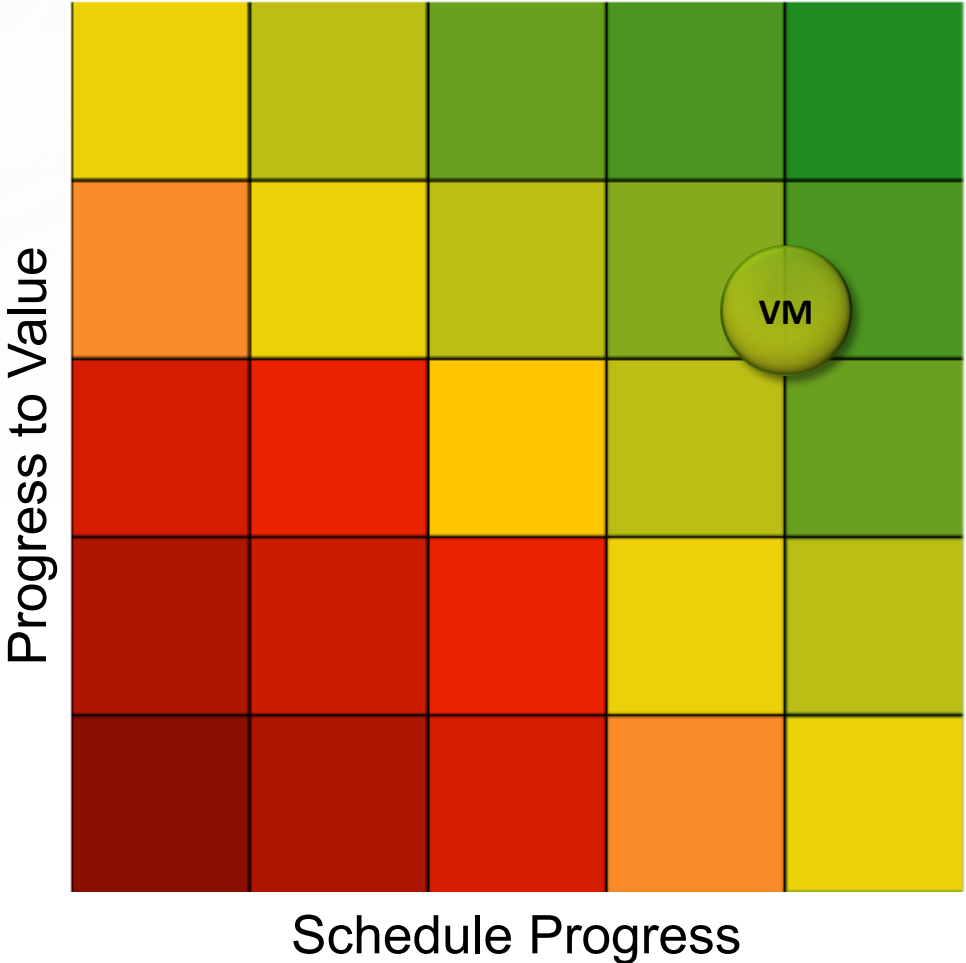
### Notable risks and mitigations

**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:** Support vendors 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 and PMO activities. CalSTRS project leadership is refining vendor contractual requirement tracking documentation.

## 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. A Contract Management Plan was finalized, and a contractual deliverables tracking document is being refined.

# 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, planning, and execution 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, , metrics development, definition, and management, schedule management and updates, defect management and tracking, risk reporting, executive reporting, UAT preparation and execution, and PMO processes
- 1:1 meetings with CalSTRS' Project Management Office to discuss strategy, priorities, schedule management, and reporting
- 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
- Regular meetings with Quality Management
- Attended and presented in the Pension Solution Steering Committee meetings
- Reviewed and provided feedback on project plans, including Contract Management, Security, and Implementation