# Guidehouse Pension Solution Independent Project Oversight Report

California State Teachers' Retirement System

September 26, 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.
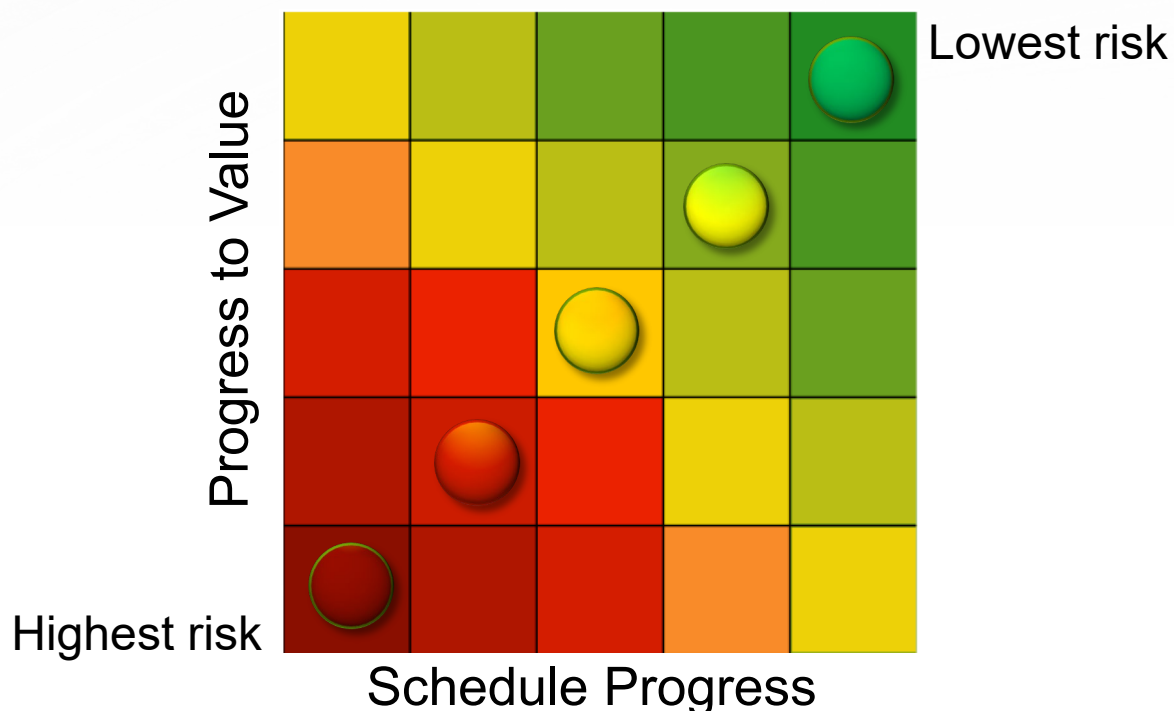

We use a square graphical heatmap that assigns a checkpoint rating to the major Pension Solution workstreams from the perspective of value progress and schedule progress. The plotted point on the heatmap also illustrates our summary rating for the workstream by its color designation.

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 test execution, validation, and defect resolution, UAT preparation, and project schedule monitoring and reporting.
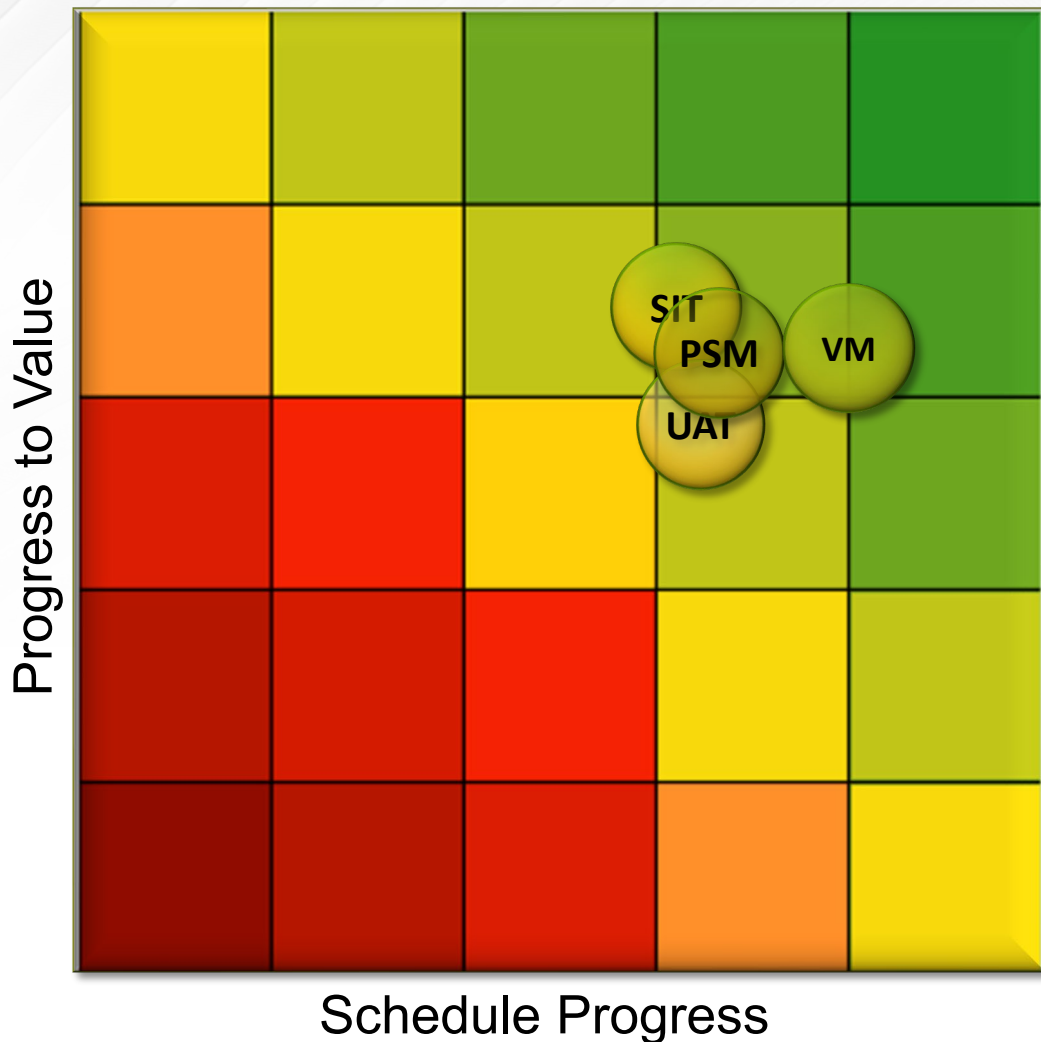
Notable risks and mitigations

Risks: Maintaining the UAT schedule and 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.
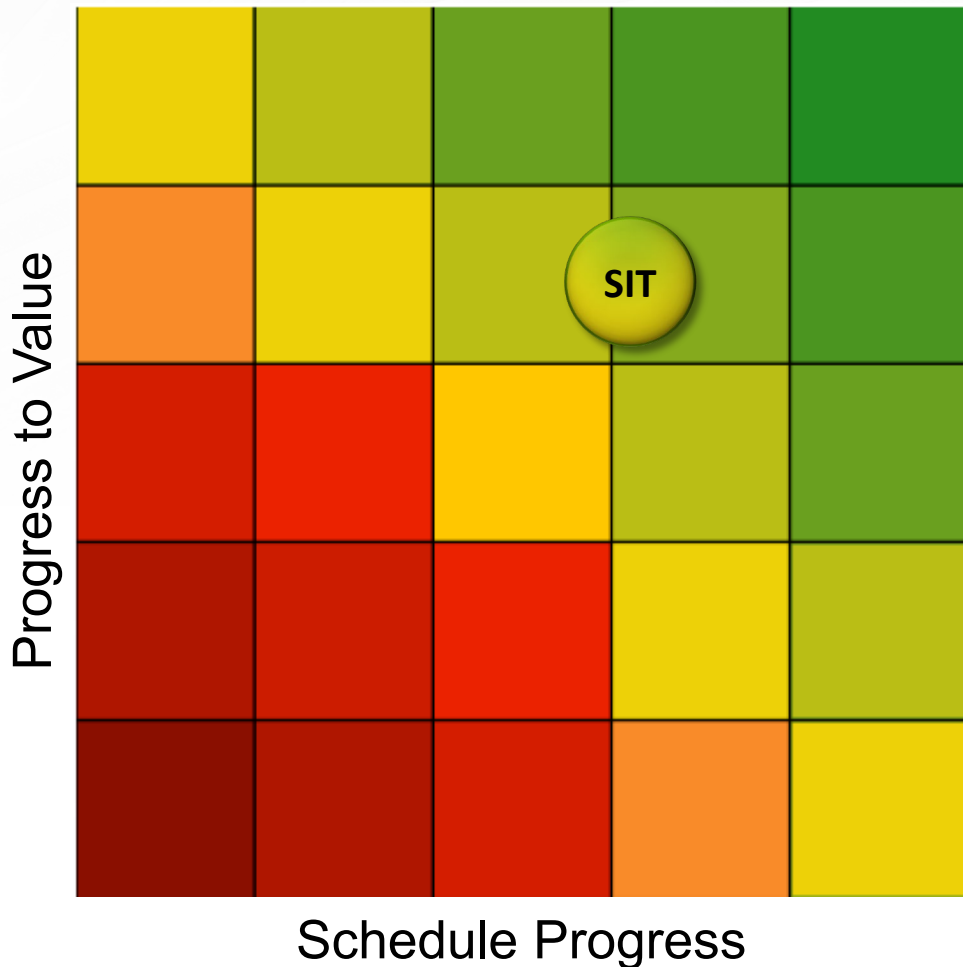Project team developing method of communicating decision point criteria to business and project stakeholders.
The Project Management Office is actively monitoring, updating, and reporting on the project schedule.

Pension Solution Activity
System Integration Testing (SIT)

Progress to Value (vertical axis)

Schedule Progress (horizontal axis)

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. 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 to Value (y-axis) vs Schedule Progress (x-axis) heat map with UAT indicator

Progress Summary

UAT is focused on developing test cases and sequencing execution with SIT to mitigate risks of overlap. Multiple execution practice sessions have occurred with positive results and lessons learned.

Notable risks and mitigations

Risks: If UAT execution includes functionality not yet passed by SIT, ongoing testing and/or changes to the application may result in impacts to the schedule and user/tester confidence.

Defects identified through other testing areas not addressed prior to UAT start will need to be understood for their impact on system functionality and potentially UAT execution.

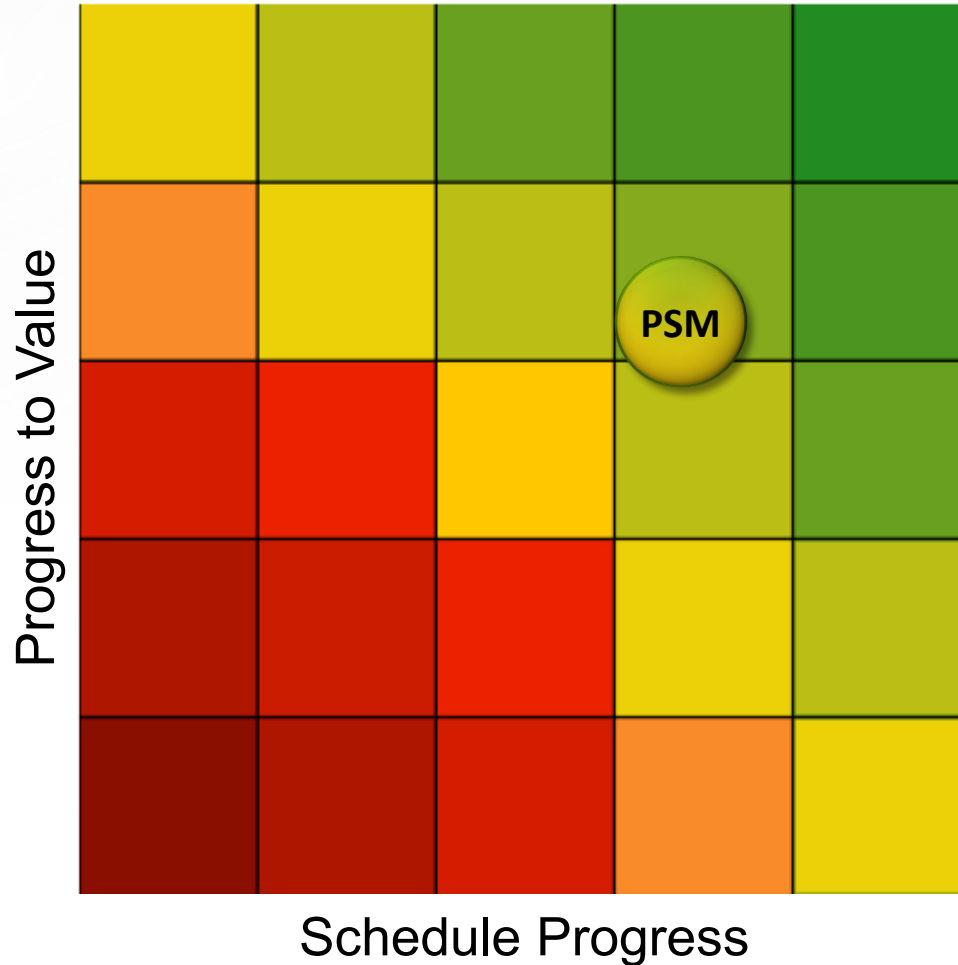**Mitigations:** The UAT team has collaborated with SIT leadership to begin testing areas which have completed SIT.

The project team is determining a method for qualitatively understanding and reporting defects prior to UAT start.
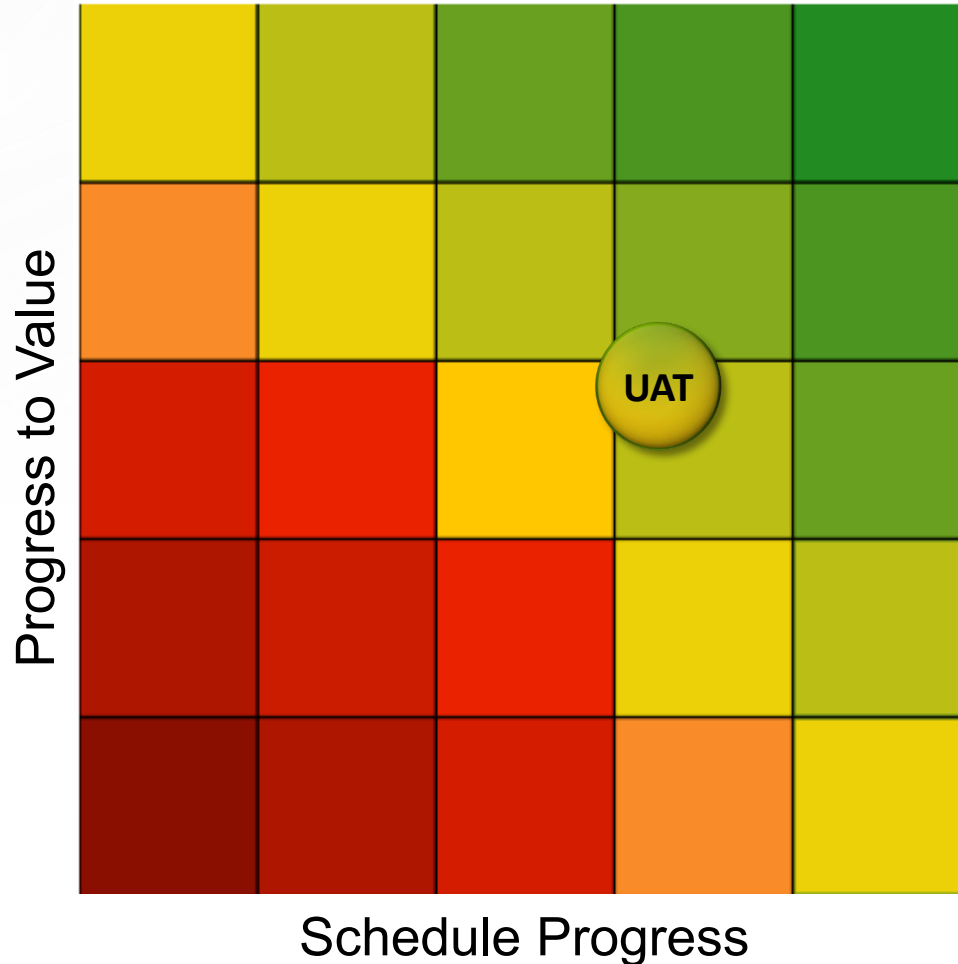
Pension Solution Workstream
Project/Schedule Management (PSM)

Progress to Value

Schedule Progress

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.

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.

Guidehouse ◤ **Outwit** *Complexity*

Pension Solution Activity
Vendor Management (VM)
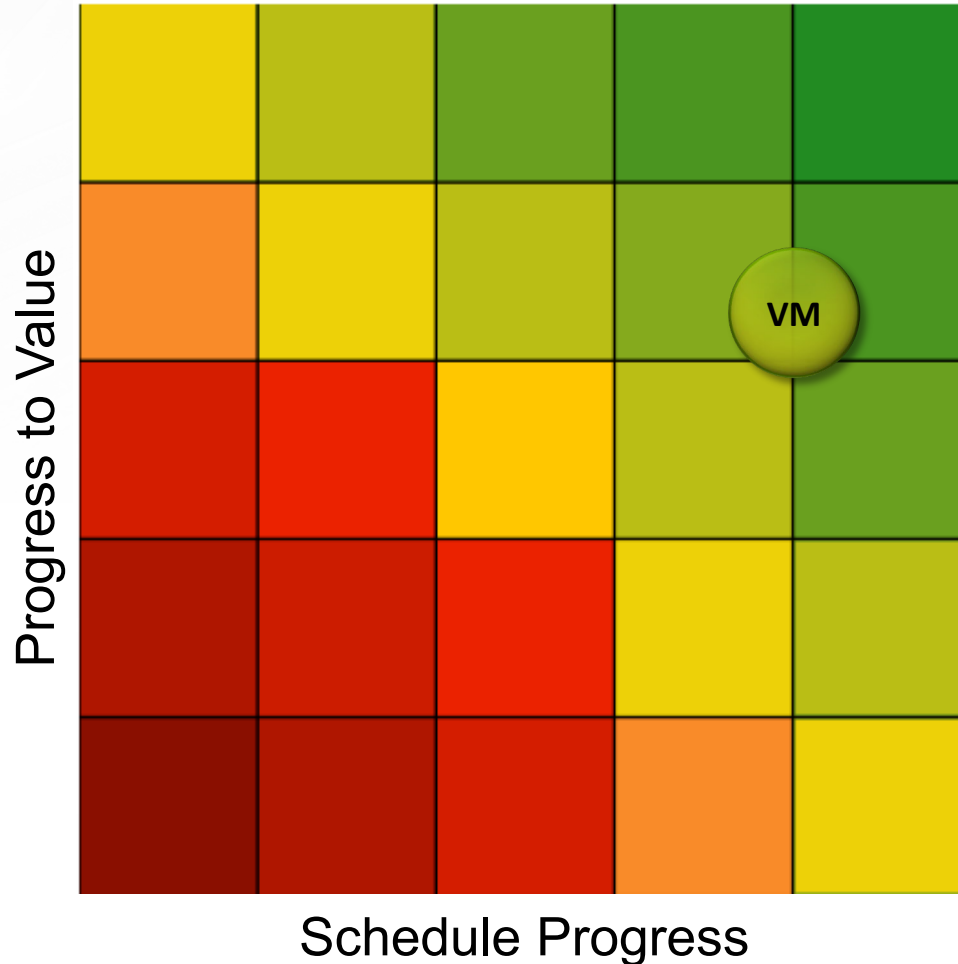
Progress Summary

Implementation Support Services Vendor (ISSV) teams continue to actively support areas such as UAT preparation and PMO activities. 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.
A Contract Management Plan was finalized, and a contractual deliverables tracking document is in development.

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, definition of "done", metrics development, definition, and management, schedule management and updates, defect management and tracking, risk reporting, executive reporting, UAT preparation and progress, and PMO development
- 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