# Guidehouse Pension Solution Independent Project Oversight Report

California State Teachers' Retirement System

January 9, 2025

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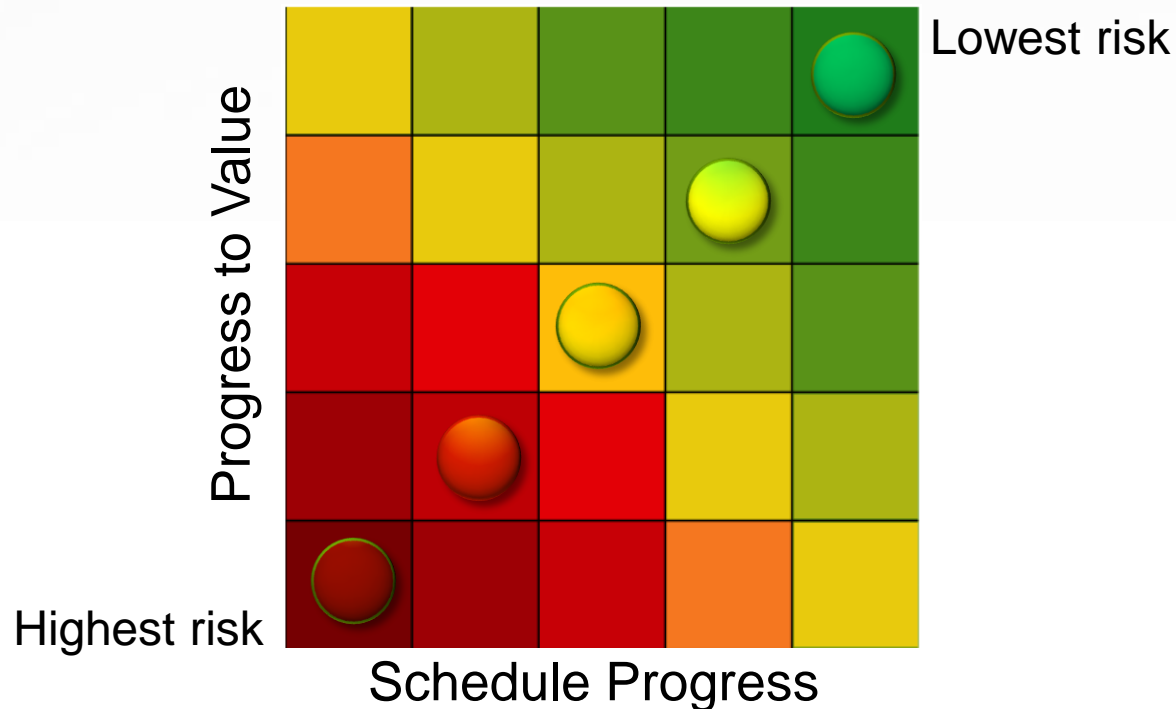
We use a square graphical heatmap that assigns a checkpoint rating to the major Pension Solution workstreams from the perspective of value progress and schedule progress. The plotted point on the heatmap also illustrates our summary rating for the workstream by its color designation.

Pension Solution Overall Assessment

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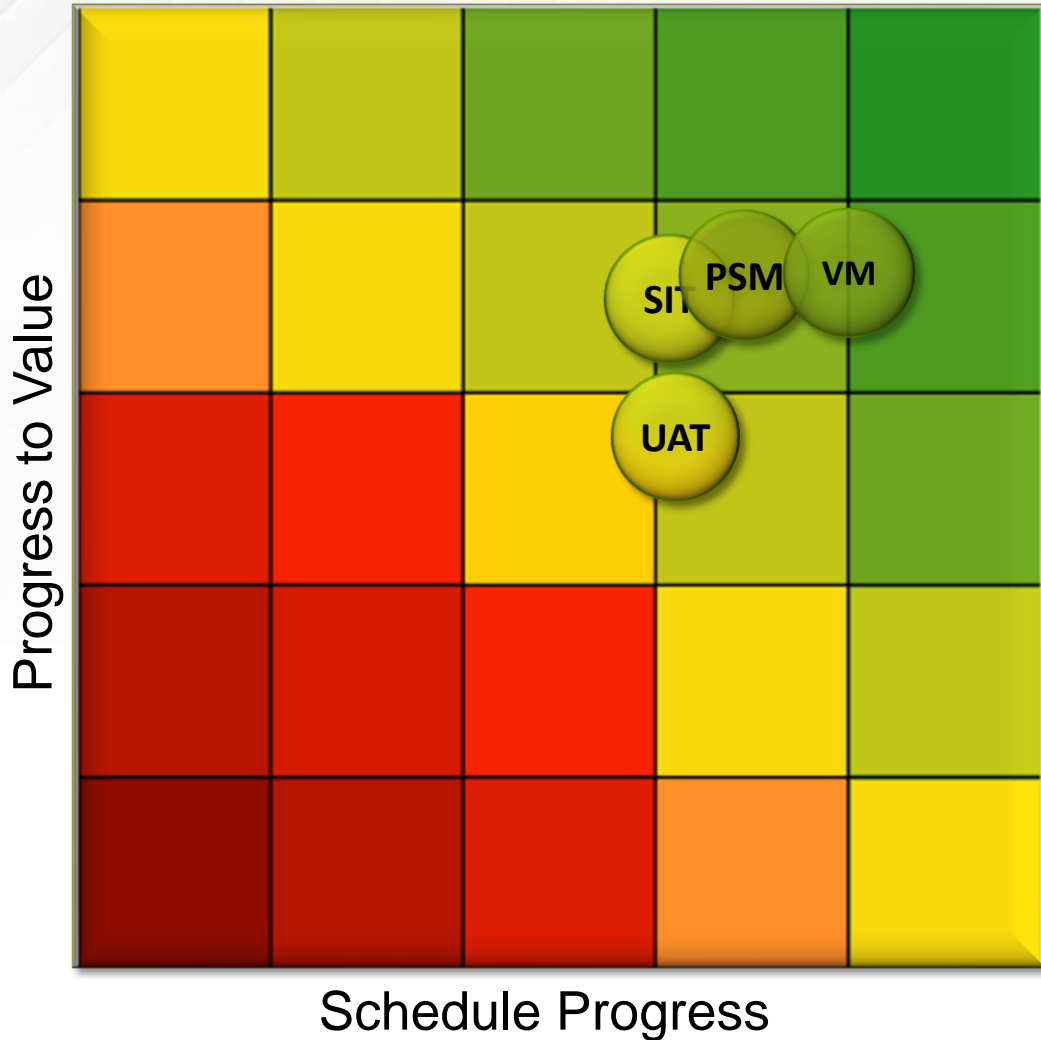
Overall Summary

The project continues to follow the formal schedule with a planned go-live of Fall 2025. Ongoing activities include testing 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.
Decision point criteria for business and project stakeholders has been developed and is being socialized.
The Project Management Office is actively monitoring, updating, and reporting on the project schedule.

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Pension Solution Activity
System Integration Testing (SIT)

Progress to Value
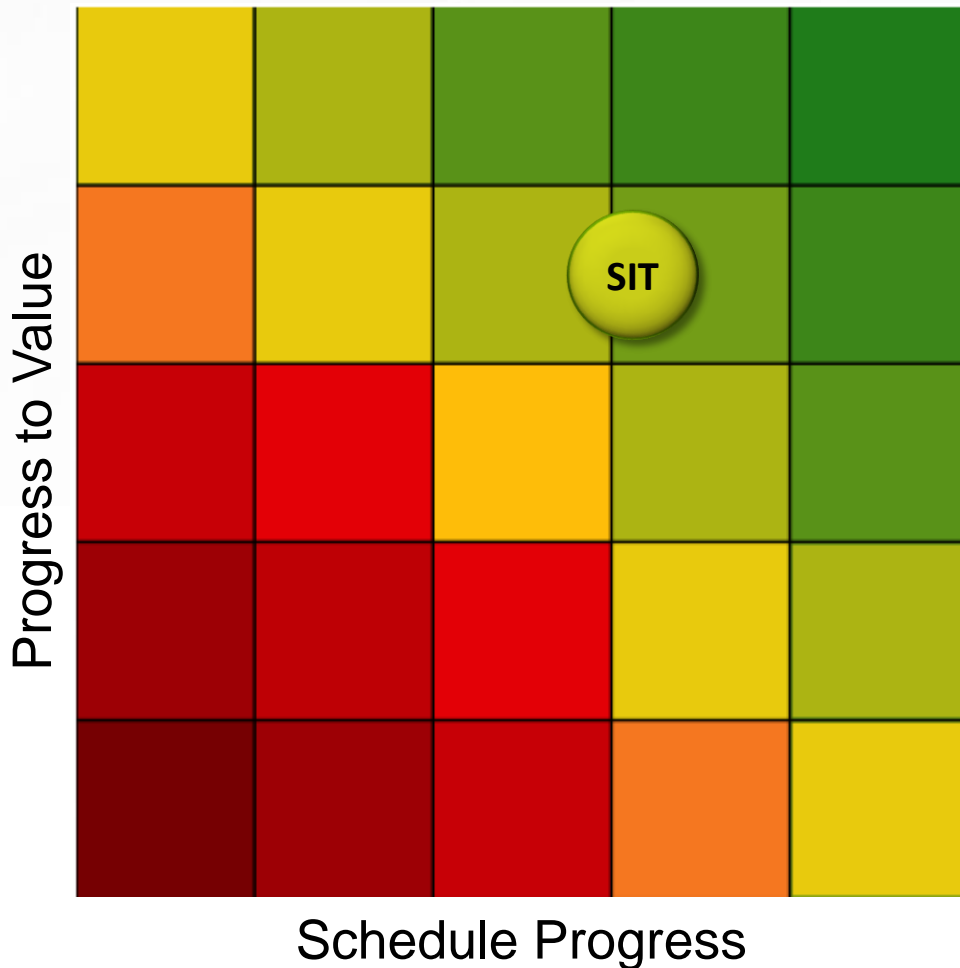
Schedule Progress

SIT

Progress Summary

Sagitec and CalSTRS continue to execute SIT activities as planned and are on track overall. Defects are being tracked and addressed and reported in project metrics.

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 system 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 to Value (y-axis)

Schedule Progress (x-axis)

Progress Summary

UAT execution is currently on schedule. The project team is tracking and reporting results daily. Metrics should be used by business leadership to drive progress. Qualitative defect analysis would provide a better understanding of the progress and state of business functionality.
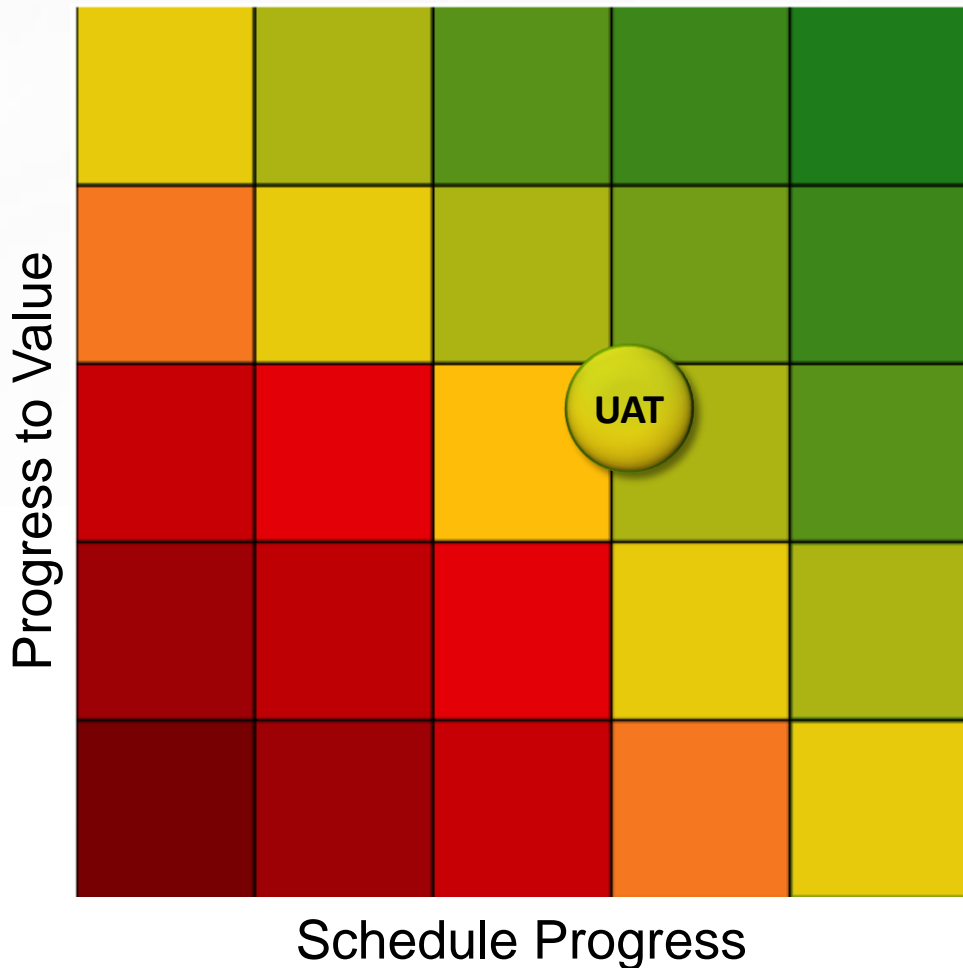
Notable risks and mitigations

Risks: Business area leadership will need to take an active role in driving accountability for execution progress where necessary.

Design changes should be closely scrutinized to mitigate impacts to the project processes and schedule.

Mitigations: UAT metrics provide data for business areas to determine where action is needed to maintain progress.

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
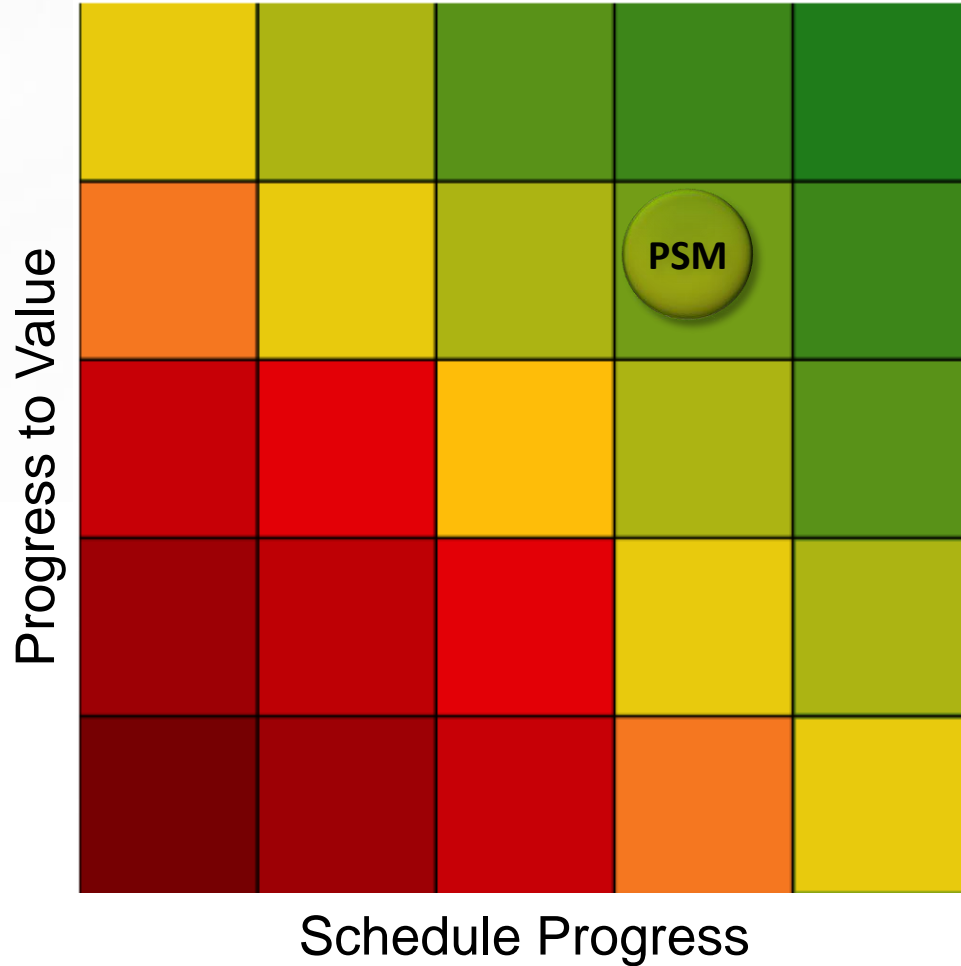
The Project Management Office (PMO) continues to refine the schedule and coordinate project activities. Regular collaborative workstream meetings continue to be effective at overall project coordination and accountability.
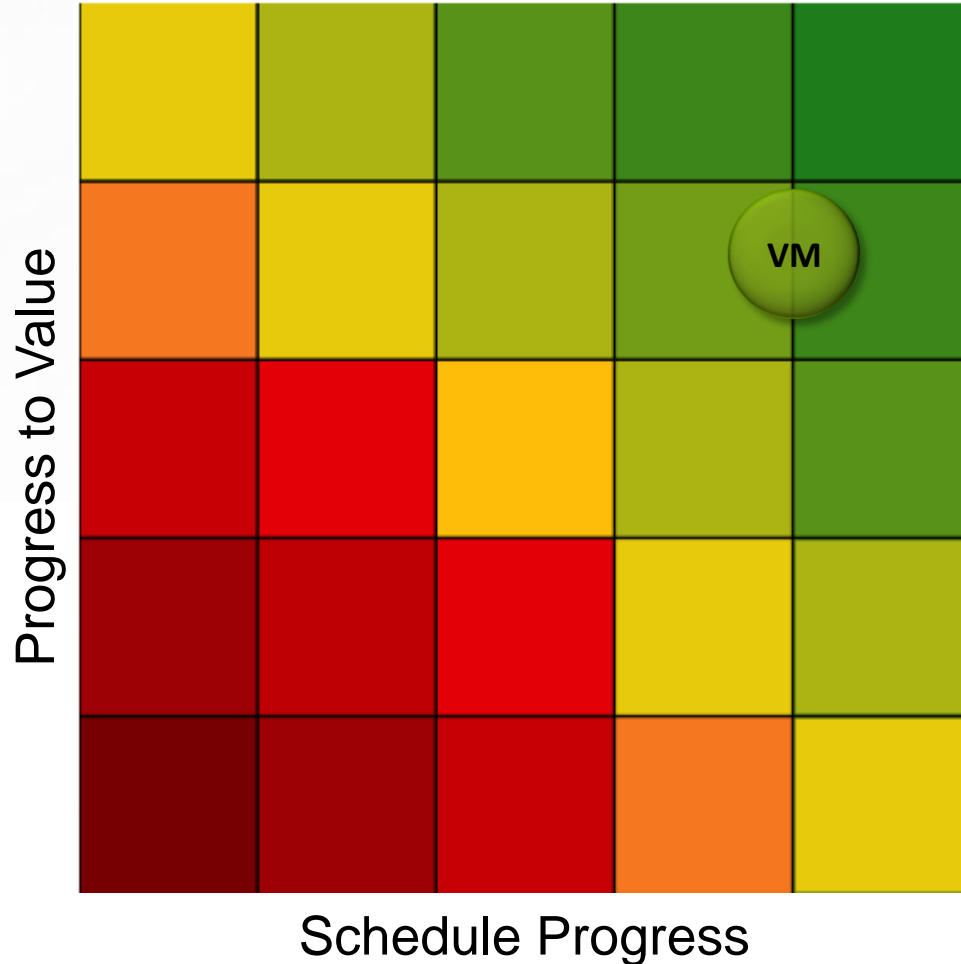
Notable risks and mitigations

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 is presented to project leadership and the board regularly.

Pension Solution Activity
Vendor Management (VM)

Progress to Value

Schedule Progress

Progress Summary

Implementation Support Services Vendor (ISSV) teams continue to actively support areas such as UAT and PMO activities. Vendor contractual deliverables are being tracked and reviewed.

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 are being tracked and reviewed.

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:
- Project workstream meetings for multiple project areas
- Performed analysis and provided recommendations on vendor management, document management, exit criteria, metrics development, definition, and management, schedule management and updates, defect management and tracking, risk reporting, executive reporting, UAT execution and process efficiency, 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
- Testing 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 and documentation