

CHIEF INFORMATION OFFICER MATRIX
INFORMATION TECHNOLOGY SERVICES BRANCH
February 19, 2014

Board Assignment Status

Assign. Date	Request / Subject	Due Date	Status / Completed Date
Item of Interest		Status / Completed Date	
Pension and Health Services		<p>my CalPERS – Transition activities to establish an ongoing my CalPERS support program, which launched in July, continued to focus on enhancing service quality through January. Release planning processes, which were introduced in November, were augmented in December and January with an escalation process for high-priority changes. Program and technology managers also participated in a focus group to enhance the Change Lifecycle prioritization processes; both business value and change complexity will be factored into the scheduling of work for upcoming releases. Planning for releases through March is complete. Future release planning will begin next month, following further refinement of the new Work Complexity and Capacity Model. The Knowledge Transfer (KT) program to transition expertise from Accenture to CalPERS staff continues its momentum. By the end of January, KT of the 900+ business functions will be in progress, with baseline proficiency on target for completion in March. Phase II KT will extend through 2014, adding depth of expertise to CalPERS support services. Additionally, the focus on my CalPERS system enhancements continues: two major releases completed in December and one in January, including updates and enhancements to the Power Purchasing Protection Allowance (PPPA) program, Cost of Living Adjustment (COLA), Tax changes, Public Employees’ Pension Reform Act (PEPRA) tier packages, and Complementary Annuitant Premium Program (CAPP) Redesign. Processing for 2013 tax statements began on December 20, with mailing expected by the end of January.</p> <p>Member Self Service (MSS) – Online viewing of CalPERS Annual Member Statements (AMS) for Judges and Legislators was available by December 1; 1099R and 1099INT foreign and domestic tax forms were available by January 17, along with enhanced tax information. Online Health services were also expanded to support 2014 Health Plan options, the addition of new carriers, and more detailed plan information. The team is additionally focused on implementation and roll-out of an advanced security management system that will benefit both employers and members: CallAM, CalPERS new Identity Access Management system is scheduled for February 2, offering improved fraud prevention, proactive risk management, personalized verification of authenticity, and ease of use for password changes.</p> <p>Contact Center Upgrade – The redesign of the Interactive Voice Response (IVR) system continues as scheduled. The focus of the redesign is to improve the overall customer experience, and also takes advantage of the skill-based routing technology that was implemented last fiscal year. In November, we performed usability testing of the new design with 18 participants representing our diverse member population. We observed significant improvements in the ease of navigating the new system and understanding the prompts and information provided in the new design. The usability test results also demonstrated that callers will get to the correct agent through skill based routing. We are in the process of making some final changes to the scripts and navigation to continue to improve the design based on our customers’ feedback. The final script will be completed in January and development activities are underway based on the design direction. The next phase of the project will focus on recording the new script and implementing the design, fine tuning to accommodate our customers’ voice recognition.</p> <p>VoIP Update – The roll out of Voice over Internet Protocol (VoIP) phones to employees is progressing as scheduled. The objectives of this effort are to 1) reduce operational costs by eliminating geographical boundaries and toll charges, 2) provide greater integrations with applications such as skilled based routing to improve customer service, and 3) maintain vendor support. To-date, more than 2,100 legacy phones have been replaced with VoIP phones, and the project is on pace to replace 3,200 units by June 30, 2014. Since the number of legacy phones has been significantly reduced, the support contract for the legacy phone system has been renegotiated which resulted in a cost reduction of \$133,000 in 2014. Planning is under way to move the call center applications and phones to VoIP within the next 8 to 10 months. We will continue to transition other phone services (fax and analog) in hopes of eliminating the legacy phone system by the end of calendar year 2014 or the first quarter 2015.</p>	

<p>CalPERS Business Intelligence</p>	<p>CalPERS Business Intelligence Program During the 2011-2012 Fiscal Year, CalPERS successfully executed a project that built an enterprise Business Intelligence program. As part of this accomplishment, CalPERS developed a roadmap that guides actions in the coming years. During the 2012-2013 Fiscal Year, the Business Intelligence Program focused on a single Business Plan Objective. The work associated with this objective delivered new reports and insights to the Customer Service and Support. In 2013-2015 Business Plan there are three business objectives that leverage the Business Intelligence Program. The three primary business objectives are part of Strategic Goal B – Cultivate a high-performing, risk intelligent and innovative organization, and are as follows:</p> <ul style="list-style-type: none"> • End-to-End Business Intelligence – Enhance end-to-end services through the use of business intelligence by enhancing enterprise research, innovation and organizational performance (June 2015) • Service Delivery Transformation: Effectiveness – Implement business intelligence analytics, member self-service enhancements, and improved marketing that ensure resources are efficiently utilized to deliver timely, helpful and effective services (June 2015) • Strategic Measures – Develop and implement strategic measures that utilize business intelligence tools to evaluate enterprise results and assess effectiveness of the CalPERS 2012-2017 Strategic Plan; and to assist with the long-term strategic decision making and planning process (June 2014) <p>Objectives Progress – Currently, the Business Intelligence Program is working with the teams that are responsible for each of the business objectives. In particular, the program continues to work with Customer Service & Support on developing views of CalPERS On-line Survey data. In addition, the program continues to provide data to support the Office of Audit Services ability to assess Employer risk around members with high pay rates and high special compensation. Last, the program continues to work with Enterprise Performance and Strategy Division to develop the Strategic Measure Dashboard..</p> <p>CalPERS Business Program Support – Separate from the Business Objective work, the Business Intelligence program continues to support key business needs by responding to daily incoming requests. Recently, work has begun on developing the Comprehensive Annual Financial Report (CAFR). The Financial Office and BI Program are planning to put in place a more automated approach to developing the CAFR that will take advantage of various business intelligence and reporting tools.</p> <p>Business Intelligence Program Development – A major focus of maturing CalPERS Business Intelligence Program this year is to continue maturing the structure and processes. The Data & Technology portion of the program continues to work on developing new data models, creating new data integration data loads and advancing the tools environment. SAS Visual Analytics is scheduled for the final installation along with SAS training in various subject areas (including both business and technical staff).</p>
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<p>Enterprise Resource Planning (Financials, Human Resources, Procurement, etc.)</p>	<p>PeopleSoft Time & Labor Implementation – This initiative will improve the efficiency of CalPERS goods and services procurement processes, reduce procurement cycle time, and enhance the visibility of procurement status to stakeholders by implementing the PeopleSoft eProcurement module and integrating it with the existing purchasing and contracts processes. Project initiation is complete and the project schedule has been base-lined. Requirements definition and system design have been completed. The team is working on configuration of the system and developing needed customizations. In addition, planning for the testing and training phases is underway. The eProcurement module and related business processes will be ready to implement in May 2014.</p> <p>Contracts Integration into PeopleSoft Financials (FSCM) – This project is responsible for integrating two PeopleSoft applications (Contracts & Financials) into a single standalone system. Integrating the applications will give the organization a single data source and remove the need for additional hardware, software and excess staff support. The project will be completed in two phases: Phase 1) will merge the systems while preserving all existing data and functionality found within the individual applications Phase 2) will perform a fit/gap analysis and deliver functionality to better the end-to-end process between Contracts and Financials. The project is on schedule and Phase 1 will be ready for implementation in February 2014. Delivery of Phase 2 is also on schedule and features will be available in May 2014. The team has completed all design and development activities and is currently focusing on user acceptance testing and implementation planning.</p> <p>PeopleSoft eProcurement Implementation – This initiative introduced more efficient and effective operations within Human Resources Division (HRSD) by implementing the Time and Labor HCM module, which allows the paperless automation of monthly timesheet creation, submission, review and approval. The Time & Labor implementation completed November and the project closed on December 13, 2013, two months ahead of the baseline close date for the project. The automated timesheets were rolled out to staff in incremental phases. HRSD is facilitating drop-in labs to provide support to managers and staff during the time reporting windows. The incremental roll out and hands-on support from HRSD facilitated a smooth transition that has been very well received across the enterprise.</p>
<p>Enterprise Content Management</p>	<p>Enterprise Content Management (ECM) – The Intranet redesign project continues with content transition activities underway for two additional divisions. Training curriculum for content evaluation, user experience, information architecture, CalPERS Brand, Style, and Sharepoint Authoring has been developed and will be presented to onboarding divisions over the course of the next several months. Training was delivered to two divisions in the Information Technology Services Branch in January and will continue with an additional four divisions in March, and seven Divisions in June. The remainder of the organization will begin their transition to the new site in the next fiscal year.</p> <p>The Website Usability Improvement Project also progresses as planned. Extensive usability testing was performed over the past several months to help refine the new information architecture for the new CalPERS website. Additional usability testing will occur in February with the initial visual design. A pilot site focused on member content will be delivered in June, demonstrating improvements in the overall user experience and in delivering information in an intuitive, searchable format.</p>

IT Security Roadmap	<p>The Security Roadmap Program (SRP) is an ongoing multi-year effort that will ensure CalPERS technology and information remains secure against the constantly changing landscape of threats. This Program includes prioritized yearly initiatives and deliverables focused on implementing the latest preventative measures.</p> <p>Phase 2 of the SRP is underway. We have completed an assessment of our remote access technology to identify vulnerabilities; the final report with recommendations is under ITSB management review. We are making significant improvements to our network access controls to ensure unauthorized devices cannot connect to our corporate network. CalPERS has completed matching our requirements to Network Access Control (NAC) products and have made our selection; a Request for Offer (RFO) has been made to ensure we get competitive pricing. CalPERS will explore the expansion of the my CalPERS identity management solution for enterprise purposes, which includes an accelerated review and redesign of our existing user authentication technology (Active Directory). This will save CalPERS time and money by establishing a healthy well architected foundational component that can be leveraged by each new system we add to the enterprise. In addition, we will be enhancing our email eDiscovery capabilities by selecting and implementing a new technology platform which will improve accuracy and timelines of our investigations. The eDiscovery team has procured the product and installation will occur in Spring 2014. Lastly, we will be improving our desktop and server patch management processes to reduce risk and improve protection against today's elevated threat landscape.</p> <p>The team has done an extensive re-assessment of the information security risks and prioritized work for Phase 3. The scope of this work has been approved by the Security Roadmap Program Steering Committee and is now progressing through the CalPERS governance and budget cycles.</p>
Disaster Resiliency	<p>Disaster Recovery Planning – The 2014 CalPERS Technical Recovery Plan was approved and transmitted to the State of California Office of Information Security on January 15, 2014.</p> <p>Disaster Recovery Exercise – The February 24-28 disaster recovery test plan is on schedule. Sixteen critical business functions related to my CalPERS will be validated. ITSB made significant progress in inventorying all the applications, sub-systems, databases and infrastructure components that need to be duplicated at the New Jersey SunGard disaster recovery facility.</p>