

**CHIEF INFORMATION OFFICER MATRIX**  
**INFORMATION TECHNOLOGY SERVICES BRANCH**  
April 14, 2014

Board Assignment Status

Program Name	Project Name	%	Major Accomplishments	Business Benefit
<p>my CalPERS</p> <p><i>Description: The Accenture Knowledge Transfer (KT) program is a one-year effort focused on incrementally building breadth and depth of my CalPERS knowledge for State staff through Accenture mentoring and performance-based Individual Development Plans (IDPs). Through development of a sustainable knowledge transfer model that continuously increases proficiency, staff expertise is measured against progress goals aligned with complexity levels required for independence in providing ongoing system maintenance and enhancements.</i></p>	<p>Accenture Knowledge Transfer (KT)</p>	<p><b>Phase I</b> (Aug 2013 – Apr 2014)</p> <p>100% complete: Level 1 baseline proficiency (On Schedule – Due 3/31/14)</p> <p>88% complete: Level 2 breadth proficiency (3/31/14 target date revised to 7/31/14 to include fiscal year annual processes)</p> <p><b>Phase II</b> (Apr-Sept 2014) Depth proficiency (On schedule to start 4/1/14)</p>	<ul style="list-style-type: none"> <li>• Completed Phase I baseline proficiency (level 1) Knowledge Transfer (KT) for 939 business functions as of March 31, as planned.</li> <li>• Completed Phase I breadth proficiency (level 2) Knowledge Transfer (KT) for 825 of 939 business functions as of March 26. Phase I breadth proficiency completion date was extended from March 31 to July 31 to include validation of proficiency in fiscal year end annual processes.</li> <li>• Designed Phase II depth proficiency KT plan for cross-training additional staff on 939 business functions in order to increase resource capacity (on schedule to start 4/1).</li> <li>• Confirmed agreement with Accenture on alignment of consultant roll-off schedule with KT program. Roll-off of Accenture resources coincides with completion of their individual KT activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures transfer of my CalPERS expertise to State staff.</li> <li>• Improves ongoing operational service quality.</li> <li>• Allows future system enhancements to be made without reliance on the Accenture system integrator.</li> <li>• Increases subject matter expertise across all business functions.</li> </ul>
<p>my CalPERS</p>	<p>Maintenance &amp; Operations</p>	<p>100% complete: 2014 benefit changes</p>	<ul style="list-style-type: none"> <li>• Applied 2014 changes for Power Purchasing Protection Allowance (PPPA) for Judges on March 27.</li> <li>• Applied 2014 changes for PPPA and Cost of Living Adjustment (COLA) for retirement benefits on March 28.</li> </ul>	<ul style="list-style-type: none"> <li>• Increases retiree benefits in 2014.</li> </ul>

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my CalPERS	Maintenance & Operations (continued)	<p>100% complete: Development of Actuarial Option Factors (AOF) changes for Judges/Legislators, and Service Credit Purchases; testing on schedule</p> <p>100% of enhancements delivered on time with 6.9% defect rate</p>	<ul style="list-style-type: none"> <li>Following Board approval of proposed Actuarial Option Factor (AOF) changes in February and March, completed development of AOF changes for Judges and Legislators by April 1. Completed initial testing of AOF changes for Service Credit Purchases (SCP) by April 1. Project is on schedule for implementation on April 12.</li> <li>Completed 184 system changes and enhancements on March 2, along with 16 changes on March 11 and 18, as planned. Primary emphasis for these releases was 2014 annual tax changes and improved security management. Post-implementation issues introduced by system changes fell from 7.2% to 6.9% for 2014, within the target defect range of 5-10%.</li> </ul>	<ul style="list-style-type: none"> <li>Improves alignment of actuarial assumptions with retirement and service credit benefit calculations.</li> <li>Provides continuous improvement of my CalPERS through small to medium changes, mostly regulatory and operational in nature. Low post-implementation issues minimize business disruption.</li> </ul>
<p>my CalPERS</p> <p><i>Description: The IVR Redesign &amp; Streamlining initiative is a one-year effort focused on improving the experience for CalPERS customers calling our automated phone system. Through multiple rounds of usability testing with members, the navigation and script will be streamlined and optimized for the skill-based routing features of the system.</i></p>	Integrated Voice Response (IVR) System	<p>100% Completed Structure and Script Redesign</p> <p>100% Completed selection and recording of voice talent for the new design</p> <p>85% Completed Coding (On Target – Due: 5/31/14)</p>	<ul style="list-style-type: none"> <li>Completed recording session with newly selected voice talent and delivered edited sounds files to the development team.</li> </ul>	<ul style="list-style-type: none"> <li>Improves customer experience by streamlining navigation and speeding up time to get to call agent.</li> <li>Maximizes use of skill-based routing to ensure calls are being directed efficiently.</li> </ul>

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my CalPERS	CalPERS Identity and Access Management (CallAM)	100% System implementation complete  100% of Design for Two-tiered Authentication complete  90% of member and business partner privacy and authentication capability remains	<ul style="list-style-type: none"> <li>Completed ARM Automator Product installation and test script creation for Risk Based Authentication.</li> <li>Findings and Recommendations Report on suggested Risk Based Authentication implementation is planned for April 2014.</li> <li>Remaining member privacy and authentication capability will not be fully realized until risk based authentication rules are configured to challenge the member and business partner.</li> </ul>	<ul style="list-style-type: none"> <li>Improves fraud prevention.</li> <li>Promotes proactive risk management.</li> <li>Personalizes verification of user authenticity.</li> <li>Further reduces fraud risk through member election of access needs.</li> </ul>
Enterprise Resource Planning (ERP)  <i>Description: The ERP Program oversees an ongoing multi-year effort that aligns CalPERS technology, information, and automated processes with CalPERS strategic goals for our administrative functions. This Program governs the ERP Roadmap, prioritizing yearly initiatives and deliverables.</i>	Contracts Integration with PeopleSoft Financials	<b>Phase I - Complete</b>  <b>Phase II - Requirements – 100%</b>  <b>Group I - Design – 90% (On Target – Due: 4/9/14)</b>  <b>Configuration &amp; Build – 75% (On Target – Due: 4/15/14)</b>  <b>Test Planning &amp; Execution – 0% (4/1/14-5/23/14)</b>  <b>Deploy – 0% (5/26/14-6/6/14)</b>	<ul style="list-style-type: none"> <li>Delivered the Phase II Business Requirements document.</li> <li>Completed nearly all design specifications for the first group of Phase II functionality.</li> <li>Started build and configuration tasks for the first group of Phase II functionality.</li> <li>Resolved all outstanding post-merge implementation data issues.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitates contract process tracking efficiencies.</li> <li>Improves status reporting capabilities.</li> <li>Saves organization costs by reducing need for additional hardware, software, and support personnel.</li> </ul>

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		<p><b>Group II -</b> Design – 0% (5/7/14-6/20/14)</p> <p>Configuration &amp; Build – 0% (6/9/14-7/3/14)</p> <p>Test Planning &amp; Execution – 0% (6/19/14-8/8/14)</p> <p>Deploy – 0% (8/11/14-8/22/14)</p>		
Enterprise Resource Planning (ERP)	eProcurement Implementation	<p>Requirements Definition – 100%</p> <p>System Design – 100%</p> <p>Configuration and Build – 100%</p> <p>Test Planning and Execution – 54% (On Target – Due: 6/3/14)</p> <p>Training Planning and Delivery – 39% (On Target – Due: 6/27/14)</p>	<ul style="list-style-type: none"> <li>Completed build of system configuration and customizations needed to support CalPERS procurement business processes.</li> <li>Completed test plan, including identification of testing environments, methods, and testers.</li> <li>Entered system testing phase.</li> <li>Completed training plan, including identification of division personnel to be trained.</li> </ul>	<ul style="list-style-type: none"> <li>Streamlines ordering, enforce spending policy, eliminate duplicate key entry.</li> <li>Reduces procurement costs.</li> <li>Reduces the cycle time and cost of procurement.</li> </ul>
Enterprise Content Management (ECM)	Inside CalPERS Content Transition	9% (3 of 34) of Divisions Transitioned (On Target – Due: 12/31/15)	<ul style="list-style-type: none"> <li>Completed kickoff sessions with the next four divisions with a targeted transition of their content on June 6<sup>th</sup>.</li> <li>Completed content evaluation and information architecture training for four divisions in March.</li> </ul>	<ul style="list-style-type: none"> <li>Enhances consistency and quality of enterprise communication.</li> <li>Improves operational efficiencies.</li> </ul>

*Description:  
The ECM project is a multi-year effort that*

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<p><i>includes content transition activities including training curriculum for content evaluation, user experience, information architecture, CalPERS Brand, Style, and SharePoint. In addition, the project improves the overall user experience and delivers information in an intuitive, searchable format.</i></p>			<ul style="list-style-type: none"> <li>Completed transition of one division to new Inside CalPERS site.</li> </ul>	
<p><b>Enterprise Content Management (ECM)</b></p>	<p><b>Website Usability Initiative</b></p>	<p>Global Area Design - 100% (On Target – Due: 3/31/14)</p> <p>Member Area Design - 100% (On Target – Due: 3/31/14)</p> <p>Retirees Area Design - 100% (On Target – Due: 3/31/14)</p> <p>Employers Area Design - 0% (May - Oct 2014 Due: 10/31/14)</p> <p>Investments Area Design - 0% (Nov 2014 - May 2015 Due: 5/31/15)</p>	<ul style="list-style-type: none"> <li>Completed wireframes for the Member, Retirees, Contact Us, and About CalPERS sections of the new external website.</li> <li>Completed visual design concepts.</li> <li>Completed usability testing with 83 members and retirees at the Redding Retirement Planning Fair.</li> <li>Completed one-on-one usability testing in Sacramento with 9 retired CalPERS members and retired annuitants.</li> <li>Completed one-on-one usability testing in Sacramento with 6 members and retirees on the web apps.</li> <li>Began revising existing member content for pilot member website per revised design.</li> <li>Began review sessions with program area SMEs to confirm accuracy of redesigned content pages for pilot member website.</li> <li>On target for launch of pilot member website for June 30, 2014.</li> </ul>	<ul style="list-style-type: none"> <li>Improves customer experience/satisfaction with accessing CalPERS information.</li> <li>Lowers operational costs by increasing percentage of customer self-service for informational requests.</li> <li>Improves CalPERS Brand image.</li> </ul>

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Enterprise Services	Implementation of Voice over Internet Protocol (VoIP)	84% (Due: 6/30/14)	<ul style="list-style-type: none"> <li>• Implemented 2,700 of 3,200 VoIP phones to employees, as of March 1<sup>st</sup>.</li> <li>• Accelerating the VoIP migration plan for the Contact Center applications and phones to accommodate their July 2014 space planning move.</li> <li>• Submitted Form 20 to order the necessary network circuits.</li> <li>• Completed the purchase orders for the required hardware and services.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduces operational costs by eliminating geographical boundaries and toll charges.</li> <li>• Provides greater functionality and integrations with applications such as skilled based routing.</li> <li>• Improves customer service.</li> </ul>
<p>Disaster Resiliency</p> <p><i>Description: Annually, the CalPERS Information Technology Services Branch conducts a Disaster Recovery Exercise to evaluate and improve our technical recovery plans.</i></p>	Annual Disaster Recovery Exercise	95%	<ul style="list-style-type: none"> <li>• Conducted a post exercise review to evaluate what actions were successful and identify recommendations for improvement. Findings are being documented for presentation to management in April.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhances CalPERS preparedness and capability to restore critical systems and services in the event of a disaster or outage.</li> </ul>
<p>Security Roadmap Program (SRP)</p> <p><i>Description: The SRP is an ongoing multi-year effort that ensures CalPERS technology and information remains secure against the constantly changing landscape of threats. This Program includes priorities yearly initiatives and deliverables focuses on implementing the latest preventative measures.</i></p>	Remote Access Assessment	100%	<ul style="list-style-type: none"> <li>• Completed Remote Access Assessment.</li> <li>• Completed Management Review and Q&amp;A of Assessment.</li> <li>• Project in Close-Out Phase.</li> </ul>	<ul style="list-style-type: none"> <li>• Gains insight and remediates Remote Access System (RAS) vulnerabilities.</li> <li>• Reduces risk of exposing sensitive data.</li> <li>• Ensures the availability of our systems.</li> <li>• Collects RAS logging information and gives staff the analysis necessary to insure that access is granted at appropriate level(s).</li> </ul>

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Security Roadmap Program (SRP)	eDiscovery	95% (Due: 6/30/14)	<ul style="list-style-type: none"> <li>• Successfully completed implementation on March 24, 2014.</li> <li>• Project in Close-Out Phase.</li> </ul>	<ul style="list-style-type: none"> <li>• Significantly reduces the Legal Offices dependence on ISMS, ITSB and outside counsel in responding to electronic discovery requests.</li> <li>• Streamlines the processes to facilitate the production of evidence to support appropriate chain of custody for discoverable electronic mail.</li> <li>• Reduces the complexity, time and costs associated with responding to electronic discovery requests.</li> </ul>

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Security Roadmap Program (SRP)	Network Access Control (NAC)	80% (Due: 6/30/14)	<ul style="list-style-type: none"> <li>• Training Completed.</li> <li>• Purchase order in progress.</li> <li>• Scheduled to "Go Live" on June 20, 2014.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduces network outage and data breach risks by adding the ability to provision or block access to network services, (email, internet, file shares, etc.), based on role and compliance with enterprise security standards, patch levels, etc.</li> <li>• Reduces manual processes by adding capability to automatically grant guest access and dynamic user provisioning (conference rooms).</li> <li>• Improves network resiliency by increasing CalPERS monitoring capability and creating more reliable endpoint enforcement capabilities.</li> </ul>
Security Roadmap Program (SRP)	Patch Management	65% (Due: 6/30/14)	<ul style="list-style-type: none"> <li>• Conducted review of the Findings and Recommendations report with ITSB Division Chiefs to set scope of prioritized remediation to happen by 6/30/2014.</li> </ul>	<ul style="list-style-type: none"> <li>• Increases uptime for computing environments by reducing risk of compromised systems and data.</li> <li>• Maintains our desktops and servers at pace with latest vulnerability mitigations.</li> <li>• Establishes an oversight entity, comprised of various IT teams to ensure that patch management is carried out as a repeatable and effective process.</li> </ul>

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Security Roadmap Program (SRP)	Enterprise Identity System(s)	43% (Due: 12/31/14)	<ul style="list-style-type: none"> <li>• Began sessions with program areas to elicit requirements and early design.</li> <li>• Confirmed HCMS as source of truth for HR data.</li> <li>• Project schedule continues in a yellow state.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduces risks by increasing security of informational assets for members, business partners, and internal staff.</li> <li>• Consolidates system identity profiles to provide more robust, enterprise level access controls.</li> <li>• Increases business process efficiencies for managing user access and privileges.</li> </ul>
Security Roadmap Program (SRP)	Data Loss Prevention (DLP)	70% (Due: 6/30/14)	<ul style="list-style-type: none"> <li>• No new items to report.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduces the risk of inadvertent or malicious disclosure of sensitive information.</li> <li>• Reduces the risk of high-profile losses of Personally Identifiable Information (PII) and Personal Health-related Information (PHI).</li> <li>• Strengthens CalPERS protection of data by reducing the risk of sensitive data leaving the organization.</li> </ul>

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<p>Business Intelligence (BI)</p> <p><i>Description: During the 2011-2012 Fiscal Year, CalPERS successfully executed a project that built an enterprise Business Intelligence program. The 2013-2015 Business Plan there are three business objectives that leverage BI. In addition, the three primary business objectives are part of Strategic Goal B – Cultivate a high performing, risk intelligent and innovative organization.</i></p>	<p>End-to-End Business Intelligence</p>	<p>Ongoing - Business Operations Initiative</p>	<ul style="list-style-type: none"> <li>• Provided information and knowledge to help define standards and processes to ensure access to and quality of BI data.</li> <li>• Provided an update regarding the work associated with achieving enterprise self-service for Business Intelligence.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhances end-to-end services through the use of business intelligence by enhancing enterprise research, innovation and organizational performance.</li> </ul>
<p>Business Intelligence (BI)</p>	<p>Service Delivery Transformation</p>	<p>Ongoing - Business Operations Initiative</p>	<ul style="list-style-type: none"> <li>• Provided consolidated responses and summaries of surveys to support the Full Voice of the Customer Satisfaction initiative.</li> <li>• Provided metrics regarding my CalPERS Member Self Service utilization.</li> <li>• Released Inquiry Response Rates self-service workflow report to simplify monitoring compliance of service level objective to resolve 70 percent of all escalated inquiries within five business days of receipt.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhances business processes to achieve high-quality, timely, effective and efficient customer service delivery to members and employers.</li> </ul>

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Business Intelligence (BI)	Strategic Measures & Cost-Effectiveness Measurement (CEM) Survey	Ongoing - Business Operations Initiative	<ul style="list-style-type: none"> <li>• Collaborated with ESPD team and Grant Thornton consultant in preparation for July offsite Board meeting – Live demonstration of CalPERS Strategic Performance Dashboard.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and implement strategic measures that utilize business intelligence tools.</li> <li>• Evaluates enterprise results and assesses effectiveness of the CalPERS 2012-2017 Strategic Plan.</li> <li>• Assists with the long-term strategic decision making and planning process.</li> </ul>
Business Intelligence (BI)	Other Key Efforts	Ongoing - Business Operations Initiative	<ul style="list-style-type: none"> <li>• Provided Actuarial Office additional excess final compensation analytics for various fiscal year's annualized pay rate comparisons.</li> <li>• Provided Office of Audits information on retirement contracts, non-reported special compensation information and retiree benefit information.</li> <li>• Built reports and dashboards for HR turnover rate data.</li> <li>• Coordinated a Comprehensive Annual Financial Report (CAFR) Proof of Concept with PatternStream publishing software for Financial Office.</li> <li>• Released SAS Visual Analytics to business users.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess the cost of excessive compensation by public agencies and identify increases in actuarial liability.</li> <li>• Complete the 2013 Audits Risk Assessment.</li> <li>• Retain and develop a broad range of talent aligned to organizational priorities.</li> <li>• Accomplish savings and simplify CAFR publication process.</li> <li>• Enhance analytics tool availability in the enterprise for more informed and timely decision making.</li> </ul>