

CHIEF INFORMATION OFFICER MATRIX
INFORMATION TECHNOLOGY SERVICES BRANCH
May 20, 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>Phase I (Aug 2013 – Apr 2014)</p> <p>100% complete: Level 1 baseline proficiency</p> <p>91% complete: Level 2 breadth proficiency (On schedule – Due 7/31/14)</p> <p>Phase II 37% complete: depth proficiency (On schedule – Due 9/14/14)</p>	<ul style="list-style-type: none"> • Completed Phase I breadth proficiency (level 2) Knowledge Transfer (KT) for 835 of 922 business functions as of April 30. Phase I breadth proficiency completion date is July 31 and includes validation of proficiency in fiscal year end annual processes. Scope of business functions reduced by 17 (from 939 to 922) in this phase due to consolidation of common functions. Level 2 represents the ability to provide M&O support without systems integrator assistance. • Completed 37% Phase II depth proficiency KT for cross-training additional staff on 446 of 1,215 business functions in order to increase resource capacity. Scope of business functions increased by 293 (from 922 to 1,215) in this phase due to more detailed itemization of sub-functions for ease of cross-training. • Continued to closely manage Accenture alignment of consultant roll-off schedule with KT program. Roll-off of Accenture resources coincides with completion of their individual KT activities. 	<ul style="list-style-type: none"> • Ensures transfer of my CalPERS expertise to State staff. • Improves ongoing operational service quality. • Allows future system enhancements to be made without reliance on the Accenture system integrator. • Increases subject matter expertise across all business functions.
<p>my CalPERS</p>	<p>Maintenance & Operations</p>	<p>100% complete: Implementation of Actuarial Option Factors (AOF) changes for Judges/Legislators, and Service Credit</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Improves alignment of actuarial assumptions with retirement and service credit benefit calculations. • Provides continuous improvement of my CalPERS through

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		<p>Purchases; testing on schedule</p> <p>100% of enhancements delivered on time with 8.8% defect rate</p>	<p>implemented on April 12, as planned.</p> <ul style="list-style-type: none"> Completed 63 system changes and enhancements on April 12, along with 17 changes on April 29, as planned. Primary emphasis for these releases was 2014 AOF changes and Member Self-Services enhancements. Improved tracking tools for post-implementation issues were implemented in April, which increased the precision of fallout tracking (tracking of defects introduced by system changes). Implementation of the tool caused a restatement of the 2014 fallout rate from 6.9% to 8.8%, which remains within the target defect range of 5-10%. 	<p>small to medium changes, mostly regulatory and operational in nature. Low post-implementation issues minimize business disruption.</p>
<p>my CalPERS</p> <p><i>Description: The IVR Redesign & 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>	<p>Integrated Voice Response (IVR) System</p>	<p>100% Completed Structure and Script Redesign</p> <p>100% Completed selection and recording of voice talent for the new design</p> <p>100% Completed Coding and Unit Test</p> <p>0% Completed System Test</p>	<ul style="list-style-type: none"> The programmers have completed code development and initial testing of the code. The next phase of testing, System Test, is scheduled to begin on 5/13/14. 	<ul style="list-style-type: none"> Improves customer experience by streamlining navigation and speeding up time to get to call agent. Maximizes use of skill-based routing to ensure calls are being directed efficiently.

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my CalPERS	CalPERS Identity and Access Management (CallAM)	<p>100% complete: Confirmation of Address Changes</p> <p>100% complete: Re-enabling of Online Payment Option Changes</p> <p>100% complete: member and business partner privacy and authentication targeted capabilities enabled</p>	<ul style="list-style-type: none"> Confirmation notices for online address changes for inactive and retired members implemented on April 29, as planned. Address changes for active members are directed through their employers. Online payment option changes were re-enabled on April 29 with the introduction of confirmation notices. All currently targeted member and business partner privacy and authentication features were enabled as of April 29. Preliminary impact analysis of introducing new risk-based authentication challenges to members and business partners completed April 29; gradual roll-out of active challenge practices is expected over the next 8 months. 	<ul style="list-style-type: none"> Improves fraud prevention. Promotes proactive risk management. Personalizes verification of user authenticity. Further reduces fraud risk through member election of access needs.
<p>Enterprise Resource Planning (ERP)</p> <p><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></p>	Contracts Integration with PeopleSoft Financials	<p>Phase I - Complete</p> <p>Phase II - Requirements – 100%</p> <p>Group I - Design – 100%</p> <p>Configuration & Build – 100%</p> <p>Test Planning & Execution – 75% (On Target – Due: 5/23/14)</p> <p>Deploy – 0% (5/26/14-6/6/14)</p>	<ul style="list-style-type: none"> Received approval on the Phase II Business Requirements document. Submitted and received approval on the Phase II – Group I design concept for the streamlining of procurement functionality Completed Phase II – Group I application development activities. Submitted and received approval on Phase II activities for testing (Test Plan). Completed Phase II – Group I System Test phase; 100% passed (31/31 scripts). Started last phase of testing with the program area; User Acceptance Test cycle. 	<ul style="list-style-type: none"> Facilitates contract process tracking efficiencies. Improves status reporting capabilities. Saves organization costs by reducing need for additional hardware, software, and support personnel.

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		<p>Group II - Design – 0% (5/7/14-6/20/14)</p> <p>Configuration & Build – 0% (6/9/14-7/3/14)</p> <p>Test Planning & 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 – 76% (On Target – Due: 6/3/14)</p> <p>Training Planning and Delivery – 59% (On Target – Due: 6/27/14)</p> <p>Implementation / Transition – 8% (On target – Due: 7/1)</p>	<ul style="list-style-type: none"> • Completed testing of code and second level of testing (system testing). • Started last phase of testing with the program area; User Acceptance Testing phase. • Developed training materials and scheduled training courses. • Started planning phase to put system in Production. 	<ul style="list-style-type: none"> • Streamlines ordering, enforces spending policy, and eliminates duplicate key entry. • Reduces procurement costs. • Reduces the cycle time and cost of procurement.

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<p>Enterprise Content Management (ECM)</p> <p><i>Description: The ECM project is a multi-year effort that 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>	<p>Inside CalPERS Content Transition</p>	<p>12% (4 of 34) of Divisions Transitioned (On Target – Due: 12/31/15)</p>	<ul style="list-style-type: none"> Completed review and categorization of all content to be transitioned into the four divisions in current phase: Enterprise Compliance Division, Enterprise Risk Management Division, Retirement Research and Planning Division, and Enterprise Strategy and Performance Division. Completed SharePoint training for all designated authors of four divisions in April. Identified need to add categories of Recognition and Strategic and Business Planning under the Get Help tab of Information Architecture. Completed transition of IT Performance and Accountability (IPAD) Division to the new Inside CalPERS site. 	<ul style="list-style-type: none"> Enhances consistency and quality of enterprise communication. Improves operational efficiencies.
<p>Enterprise Content Management (ECM)</p>	<p>Website Usability Initiative</p>	<p>Global Area Design - 100%</p> <p>Member Area Design - 100%</p> <p>Retirees Area Design - 100%</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"> Completed visual design for top 3 levels of the site. Finalizing visual design for interior pages. Completed JAD sessions for 3 applications (Email Subscriptions, News Room & Board Meetings). Planning usability testing for mid-May with partially populated pilot site. Initiated business partner discovery phase (draft plan and stakeholders request from CASD). Initiated communication plan development for the member pilot roll out and subsequent phases. Established development environment for Member Pilot. Completed acquisition of Google Search Appliance. On target for launch of pilot member website 	<ul style="list-style-type: none"> Improves customer experience/satisfaction with accessing CalPERS information. Lowers operational costs by increasing percentage of customer self-service for informational requests. Improves CalPERS Brand image.

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			for June 30, 2014.	
Enterprise Services	Implementation of Voice over Internet Protocol (VoIP)	94% (Due: 6/30/14)	<ul style="list-style-type: none"> • Deployed 3,018 of 3,200 VoIP phones to employees, as of April 28, 2014. • Accelerated the VoIP migration plan for the Contact Center applications and phones to accommodate the July 2014 space planning move. 	<ul style="list-style-type: none"> • Reduces operational costs by eliminating geographical boundaries and toll charges. • Provides greater functionality and integrations with applications such as skilled based routing. • Improves customer service.
Disaster Resiliency <i>Description: Annually, the CalPERS Information Technology Services Branch conducts a Disaster Recovery Exercise to evaluate and improve our technical recovery plans.</i>	Annual Disaster Recovery Exercise	100%	<ul style="list-style-type: none"> • Findings from the post exercise review were documented and presented to management in April. Successes to be repeated and areas for improvement are being incorporated into the planning for next year's test. 	<ul style="list-style-type: none"> • Enhances CalPERS preparedness and capability to restore critical systems and services in the event of a disaster or outage.
Security Roadmap Program (SRP) <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</i>	Remote Access Assessment	100%	<ul style="list-style-type: none"> • Project in Close-Out Phase. • Remediation activities transitioned to maintenance and operations. 	<ul style="list-style-type: none"> • Gains insight and remediates Remote Access System (RAS) vulnerabilities. • Reduces risk of exposing sensitive data. • Ensures the availability of our systems. • Collects RAS logging information and gives staff the analysis necessary to insure that access is granted at appropriate level(s).

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<i>latest preventative measures.</i>				
Security Roadmap Program (SRP)	eDiscovery	96% (Due: 6/30/14)	<ul style="list-style-type: none"> • Project in Close-Out Phase. 	<ul style="list-style-type: none"> • Significantly reduces the Legal Offices dependence on ISMS, ITSB and outside counsel in responding to electronic discovery requests. • Streamlines the processes to facilitate the production of evidence to support appropriate chain of custody for discoverable electronic mail. • Reduces the complexity, time and costs associated with responding to electronic discovery requests.

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Security Roadmap Program (SRP)	Network Access Control (NAC)	82% (Due: 6/30/14)	<ul style="list-style-type: none"> • Scheduled to “Go Live” on June 27, 2014. The original June 20th implementation date slipped by one week due to a procurement delay. • Held Implementation and Testing kick off meeting. 	<ul style="list-style-type: none"> • 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. • Reduces manual processes by adding capability to automatically grant guest access and dynamic user provisioning (conference rooms). • Improves network resiliency by increasing CalPERS monitoring capability and creating more reliable endpoint enforcement capabilities.
Security Roadmap Program (SRP)	Patch Management	70% (Due: 6/30/14)	<ul style="list-style-type: none"> • Created a new committee called Patch Management Committee which will ultimately govern our patch work. Effective immediately, the Committee is operational for desktop security patches. 	<ul style="list-style-type: none"> • Increases uptime for computing environments by reducing risk of compromised systems and data. • Maintains our desktops and servers at pace with latest vulnerability mitigations. • Establishes an oversight entity, comprised of various IT teams to ensure that patch management is carried out as a repeatable and effective process.

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Security Roadmap Program (SRP)	Enterprise Identity System(s)	50% (Due: 12/31/14)	<ul style="list-style-type: none"> • Presented Enterprise Identity System Architecture to the Enterprise Architecture Board. • CalPERS approved the scope statement for the redesign of our major enterprise authentication system, Active Directory. 	<ul style="list-style-type: none"> • Reduces risks by increasing security of informational assets for members, business partners, and internal staff. • Consolidates system identity profiles to provide more robust, enterprise level access controls. • Increases business process efficiencies for managing user access and privileges.
Security Roadmap Program (SRP)	Data Loss Prevention (DLP)	75% (Due: 6/30/14)	<ul style="list-style-type: none"> • Completed technical work on McAfee Policy tool servers as a prerequisite to content inspection. • Completed selection of initial network file share to begin data-at-rest scans. 	<ul style="list-style-type: none"> • Reduces the risk of inadvertent or malicious disclosure of sensitive information. • Reduces the risk of high-profile losses of Personally Identifiable Information (PII) and Personal Health-related Information (PHI). • Strengthens CalPERS protection of data by reducing the risk of sensitive data leaving the organization.

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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 BI Program responds to daily, operational requests supporting CalPERS business. In addition, the 2013-2015 Business Plan contains three business objectives that are specifically leveraging BI and are part of Strategic Goal B – Cultivate a high performing, risk intelligent and innovative organization.</i></p>	<p>Supporting 2013-2015 Business Objective End-to-End Business Intelligence</p>	<p>75% (Due: 6/30/15)</p> <p>Owned by Retirement Research & Planning Division</p> <p>(This percentage only denotes the portion of work ITSB is responsible for in supporting this business objective.)</p>	<ul style="list-style-type: none"> • Provided information and knowledge to consultants on business intelligence tool capabilities in support of their Data Quality and Access deliverable. 	<ul style="list-style-type: none"> • Enhance end-to-end services through the use of business intelligence by enhancing enterprise research, innovation and organizational performance.

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Business Intelligence (BI)	Supporting 2013-2015 Business Objective Service Delivery Transformation	<p>35% (Due: 6/30/15)</p> <p>Owned by Customer Service & Support</p> <p>(This percentage only denotes the portion of work ITSB is responsible for in supporting this business objective.)</p>	<ul style="list-style-type: none"> • Provided updated metrics regarding my CalPERS Member Self Service utilization. • Provided updated monthly consolidated responses and summaries of surveys to support the Full Voice of the Customer Satisfaction initiative, including two newly launched my CalPERS surveys. 	<ul style="list-style-type: none"> • Enhances business processes to achieve high-quality, timely, effective and efficient customer service delivery to members and employers.
Business Intelligence (BI)	Supporting 2013-2015 Business Objective Strategic Measures & Cost-Effectiveness Measurement (CEM) Survey	<p>75% (Due: 6/30/14)</p> <p>Owned by Enterprise Strategy & Performance Division</p> <p>(This percentage only denotes the portion of work ITSB is responsible for in supporting this business objective.)</p>	<ul style="list-style-type: none"> • Engaged with program areas on solidification, stratification, and display of the Enterprise Strategic Measures. • Collaborated with Enterprise Strategy & Performance Division team in preparation for July offsite Board meeting. 	<ul style="list-style-type: none"> • Develops and implements strategic measures that utilize business intelligence tools. • Evaluates enterprise results and assesses effectiveness of the CalPERS 2012-2017 Strategic Plan. • Assists with the long-term strategic decision making and planning process.

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Business Intelligence (BI)	Other Key Efforts	<p>Ongoing - Business Operations Initiatives</p> <p>Owned by various Business areas</p>	<ul style="list-style-type: none"> • Provided Office of Audits information on non-compliant employers of unreported Special Compensation for Safety and Miscellaneous members as new criteria for the 2014-2015 employer risk assessment. • Successfully completed the proof of concept for PatternStream Software to publish the Basic Financial Section of the 13/14 Comprehensive Annual Financial Report (CAFR). Procuring vendor services for the PatternStream software implementation. • Coordinated data and analytic requirements with the Health Policy Research Division to provide them with access to SAS. • Provided a demonstration of Oracle Business Intelligence Enterprise Edition capabilities to the Actuarial Office and reviewed data integration and reporting requirements. 	<ul style="list-style-type: none"> • Enhances Audits risk assessment process to identify high risk employers and in turn help CalPERS reduce benefits costs due to high final compensation. • Accomplishes savings and simplifies CAFR publication process. • Enhances analytics tools availability in the enterprise for more informed and timely decision making. • Enhances actuarial valuation and reporting processes.