

CHIEF INFORMATION OFFICER MATRIX  
INFORMATION TECHNOLOGY SERVICES BRANCH  
March 17, 2015

Board Assignment Status

Program Name	Project Name	%	Major Accomplishments (This Reporting Period)	Business Benefit
<p>my CalPERS</p> <p><i>Description: The my CalPERS Functional Optimization Project is an effort to develop and implement prioritized functional optimization initiatives in support of the my CalPERS platform and infrastructure environment. These optimizations will be in addition to the existing maintenance and operation needs of the my CalPERS system. A partner vendor will work collaboratively with key CalPERS staff in the definition, development, and delivery of these optimizations.</i></p>	Functional Optimization	<p>100% Vendor Selection Phase</p> <p>FY 14-15 Objectives (Due 6/30/15)</p>	<ul style="list-style-type: none"> <li>Based on the my CalPERS Steering Committee decision on 1/29/2015 to move forward with development of a subset of the original sixteen (16) initiatives; analysis deliverables were completed for four (4) initiatives. The following deliverables were produced for each initiative: Deliverables Expectation Document, Level of Effort Estimate. Work was a collaborative effort by blended teams; OnCore Consulting and CalPERS ITSB staff.</li> <li>The my CalPERS Steering Committee approved work authorization to design, develop, and implement the four (4) initiatives to be implemented in release 5.1 scheduled for 4/19/2015. Voting by e-vote was completed by 2/10/2015.</li> <li>Analysis of the remaining twelve (12) initiatives continued. Business Requirements Documents for three (3) initiatives were completed by 2/6/2015. Nine business requirements</li> </ul>	<ul style="list-style-type: none"> <li>Establish a collaborative vendor partnership in order to deliver value in support of functional optimization initiatives for the my CalPERS system and infrastructure environment.</li> <li>Expedition and improvement of services to all CalPERS customers, internal and external.</li> <li>Continuous progress, quality, and performance measurement of functional optimization activities against success goals.</li> </ul>

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			documents were finished by 2/27/2015 with the approvals in process.	
<p>my CalPERS</p> <p><i>Description: The my CalPERS Process and Tools Optimization (PTO) project is a preliminary effort to the Functional Optimization Project. This effort will refine and optimize maintenance and operation activities and tools that support the my CalPERS system. These processes will be used for all future M&amp;O activities, as well as all activities in support of the Functional Optimization project.</i></p>	Process and Tools Optimization (PTO)	<p>100% Assessment and Recommendations Report</p> <p>FY 14-15 Objectives (On Target - Due 2/28/15)</p>	<ul style="list-style-type: none"> <li>The Process and Tools Optimization (PTO) external experts revised the implementation plan for recommended changes and presented to the project sponsors. Preparation was made for implementation of the highest impact changes.</li> <li>A revision to the calendar of my CalPERS release dates was made as a result of a PTO recommendation.</li> <li>The Software Development Life Cycle (SDLC) for the Functional Optimization project was documented in graphical format. The SDLC is aligned with PTO recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Improve quality of my CalPERS changes and enhancements.</li> <li>Improve productivity of my CalPERS resources.</li> <li>Improve utilization of tools for tracking progress and performance.</li> <li>Increase communications across ITSB in support of M&amp;O activities.</li> </ul>

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Enterprise Content Management (ECM)  <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>	Inside CalPERS Content Transition	78%  (On Target – Due 12/31/15)	<ul style="list-style-type: none"> <li>Completed Content Evaluation, Web Style Writing and IA/UX training for the six divisions in phase 2.6 of transition - Affiliate Program Services Division; Benefit Services Division, Customer Account Services Division; Customer Service and Outreach Division; Customer Services and Support; and the Legal Office.</li> <li>Completed content evaluation for all content to transition during this phase.</li> <li>Started SharePoint training for authors for all six divisions transitioning this phase.</li> <li>Completed transition of five divisions in phase 2.5.</li> </ul>	<ul style="list-style-type: none"> <li>Enhances consistency and quality of enterprise communication.</li> <li>Improves operational efficiencies.</li> </ul>
Enterprise Content Management (ECM)	Website Usability Initiative	85%  (On Target – Due 6/30/15)	<ul style="list-style-type: none"> <li>Finalized structure for Investment Office content for new website.</li> <li>Completed page layout working sessions on Investment Content.</li> <li>Finalized design for Forms &amp; Publication app.</li> <li>Completed Visual Design testing of Home Page.</li> <li>Published JLRS Content to Pilot Site.</li> <li>Started development of Investment Content.</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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<p>Disaster Resiliency</p> <p><i>Description: Annually, the CalPERS Information Technology Services Branch updates the Technical Recovery Plan and conducts a Disaster Recovery Exercise to evaluate and improve our technical recovery readiness.</i></p>	<p>Backup, Restoration, Archiving, and Disaster Recovery Services Request for Proposal (RFP)</p>	<p>75%</p> <p>(Behind Schedule - End of March)</p>	<ul style="list-style-type: none"> <li>The draft RFP is undergoing a secondary review by the technical team to ensure all requirements and necessary elements are included. Delay does not impact critical path timelines.</li> </ul>	<ul style="list-style-type: none"> <li>Minimize business disruption and downtime.</li> <li>Minimize financial impact.</li> <li>Vital Records and information assets preservation.</li> <li>Improve recovery capabilities for all critical systems.</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>	<p>* Network Access Control (NAC)</p>	<p>91%</p> <p>(Behind Schedule - Due: <del>12/31/14</del> 6/30/15)</p>	<ul style="list-style-type: none"> <li>Validated fix for vendor product issue and began testing. Completed schedule re-baseline in order to complete testing and implementation by 6/30/15.</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>
<p>Security Roadmap Program (SRP)</p>	<p>* Enterprise Identity System(s)</p>	<p>87%</p> <p>(Behind Schedule - Due 6/30/15)</p>	<ul style="list-style-type: none"> <li>Completed schedule re-baseline in order to complete all deliverables by 6/30/15.</li> <li>Completed Active Directory Organizational Unit Structure design.</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>

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Security Roadmap Program (SRP)	* Data Loss Prevention (DLP) – Phase 2	94% (Behind Schedule - Due <del>6/30/14</del> 6/30/15)	<ul style="list-style-type: none"> <li>This is a FY 13/14 Project; Schedule delay hasn't impacted the project budget or scope.</li> <li>Policy has been approved by CalPERS and sent to Labor.</li> <li>Completed schedule re-baseline and the project is on target for completion on 6/30/15.</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> <li>Reduces the risk of inadvertent or malicious disclosure of CalPERS sensitive information through the proper destruction of data stored on electronic media.</li> </ul>
Security Roadmap Program (SRP)	* Data Loss Prevention (DLP) – Phase 3	48% (On Target - Due 6/30/15)	<ul style="list-style-type: none"> <li>Completed initial scan of the Accenture my CalPERS file share for Social Security Numbers and Health related data.</li> <li>Completed requirements for all project objectives.</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> <li>Reduces the risk of inadvertent or malicious disclosure of CalPERS sensitive information through the proper destruction of data stored on electronic media.</li> </ul>

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Security Roadmap Program (SRP)	* Security Information and Event Management	55% (Due 6/30/15)	<ul style="list-style-type: none"> <li>Completed collection and review of CalPERS functional requirements for Security Information and Event Management (SIEM).</li> <li>Completed assessment of CalPERS technical environment and created the recommendation for CalPERS SIEM architecture.</li> </ul>	<ul style="list-style-type: none"> <li>Reduces risk of gaps in security information and events by documenting requirements and business practices.</li> <li>Strengthens CalPERS regulatory compliance by selecting and architecting a product solution to meet regulatory requirements.</li> <li>Develops architecture plan and integration approach strategy to maximize effectiveness and risk reduction for production security information and events.</li> </ul>
Business Intelligence (BI)  <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>	End-to-End Business Intelligence  Owned by Retirement Research & Planning Division	25% (On Target - Due 6/30/15)	<ul style="list-style-type: none"> <li>In support of the implementation of Business Intelligence (BI) governance, Leads have worked out a method to prioritize incoming BI workload. Training and other collaboration activities between RRPD and TISS continues to be executed.</li> <li>Business Intelligence Competency Center (BICC) meetings have been held. The BICC charter has been signed.</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>
Business Intelligence (BI)	Service Delivery Transformation  Owned by Customer Service & Support	65% (On Target -Due 6/30/15)	<ul style="list-style-type: none"> <li>Provided updated monthly consolidated responses and summaries of surveys to support the Full Voice of the Customer Satisfaction initiative. This also includes two newly added employer surveys.</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)	Measures & Cost-Effectiveness Measurement (CEM) Survey  Owned by Enterprise Strategy & Performance Division (ESPD)	100%	<ul style="list-style-type: none"> <li>Completed 100% of activities as of 12/31/14.</li> <li>Developed dashboard prototypes of Media and Stakeholder Perception measures for External Affairs (EXAB) and ESPD.</li> </ul>	<ul style="list-style-type: none"> <li>Develops and implements 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)	Strategic Measures Project (SMP)  Owned by Enterprise Strategy & Performance Division (ESPD)	15%  (On Target - Due 12/31/15)	<ul style="list-style-type: none"> <li>Drafted list of high-level activities for the Strategic Measure Project to be in production in May.</li> </ul>	<ul style="list-style-type: none"> <li>Develops and implements 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>

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