

Information Technology Overview

Public Employees Retirement System
Presentation to
Joint Legislative Committee on
Information Management and Technology
April 6, 2017

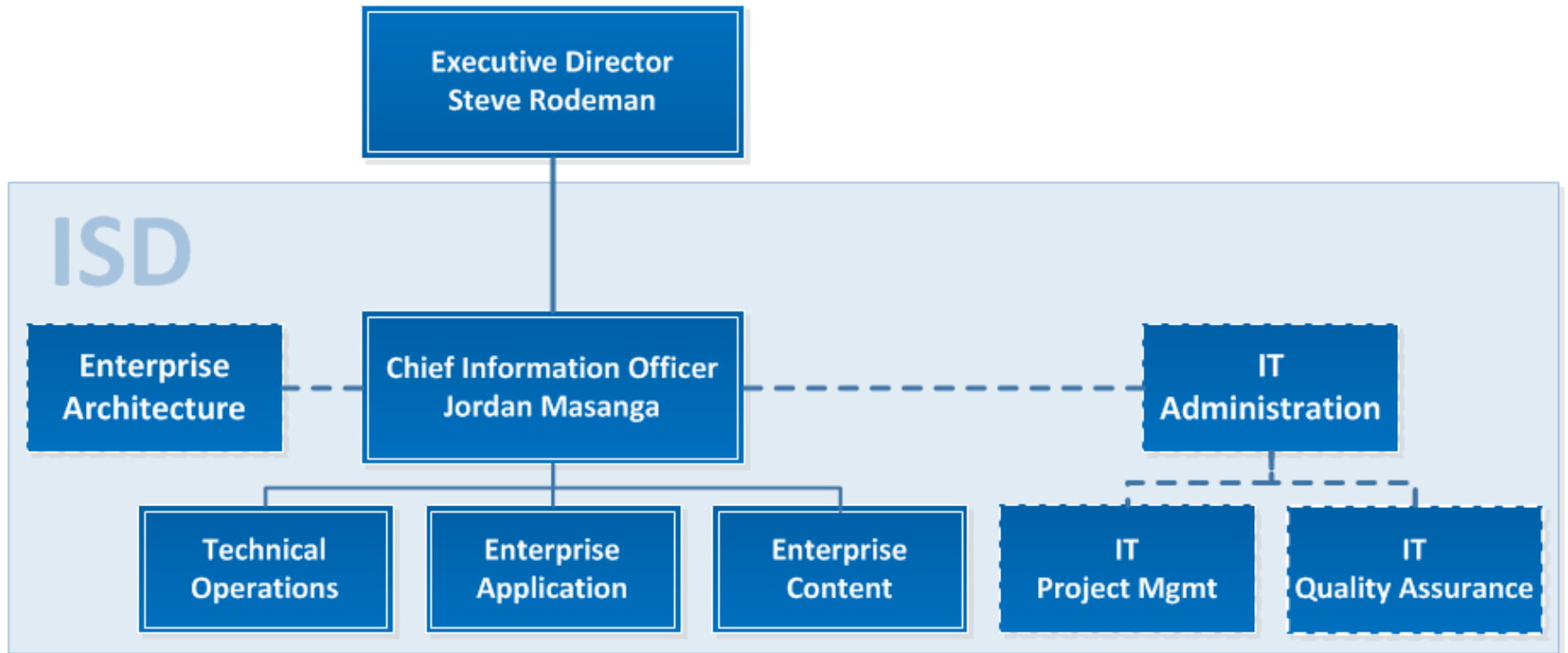
Jordan Masanga, Chief Information Officer

Information Services Division (ISD)

- **PERS Mission Statement:** “We serve the people of Oregon by administering public employee benefit trusts to pay the right person the right benefit at the right time.”
- **ISD Mission Statement:** “To enable the satisfaction of PERS members, we deliver quality services to agency stakeholders by providing accurate information and superior products that support decision-making and daily operational needs.”

ISD in the PERS Organization

- Led by the Chief Information Officer, reports directly to the Executive Director



ISD Staffing at a Glance

75

ISD staff
provide IT services to about
379 PERS staff

ISD staff
make up about
20%
of PERS staff

ISD Staff to Management
ratio is about
19:1

29%

provide
application development
and maintenance

28%

provide
systems infrastructure and
support

30%

provide
enterprise content
management

13%

provide
project management and
quality assurance services

ISD Organization

- Organized into 3 Sections and 1 Admin group
- Total headcount – **75**: Including CIO, **3** section managers, and **71** staff

Technical Operations Section (TOS)

- HelpDesk, Tier-2 and Tier-3 technical support
- Network Operation/Engineering
- Systems Operation/Engineering
- Enterprise Application Support
- Database Administration and Support
- Production Change Management
- Software Configuration Management

Enterprise Applications Section (EAS)

- Business Analysis
- Software Development
- DevOps

Enterprise Content Management Section (ECMS)

- Records Management
- Documents Management (Image management)
- Public Record Requests and Discovery activities
- Enterprise Content Management Development

IT Administration Group (IT Admin)

- Project Management Team (ITPM)
 - IT Project Management
 - IT Budgeting
 - Strategic Planning
- IT Quality Assurance Team (ITQA)
 - Quality Assurance
 - QA Test
 - Process Improvement
 - IT Metrics
 - IT Risk Management
- PERS Enterprise Architecture Team (PEAT)
 - Technical Architect
 - Business Architect
 - Application & Solution Architect
 - Data Architect

ISD Accomplishments

➤ ISD 2015-17 biennium major accomplishments:

Technical Operations Section (TOS)

- ✓ Implemented new Middleware and Service Oriented Architecture (SOA)
- ✓ Upgraded/replaced General Ledger application (Financial Edge to MS Dynamics)
- ✓ Implemented ITIL/ITSM solution supporting Incident, Problem, Change, and Release management, and CMDB
- ✓ Developing Centralized Data Management (CDM) data warehouse
- ✓ Upgraded SQL 2014 server

Enterprise Applications Section (EAS)

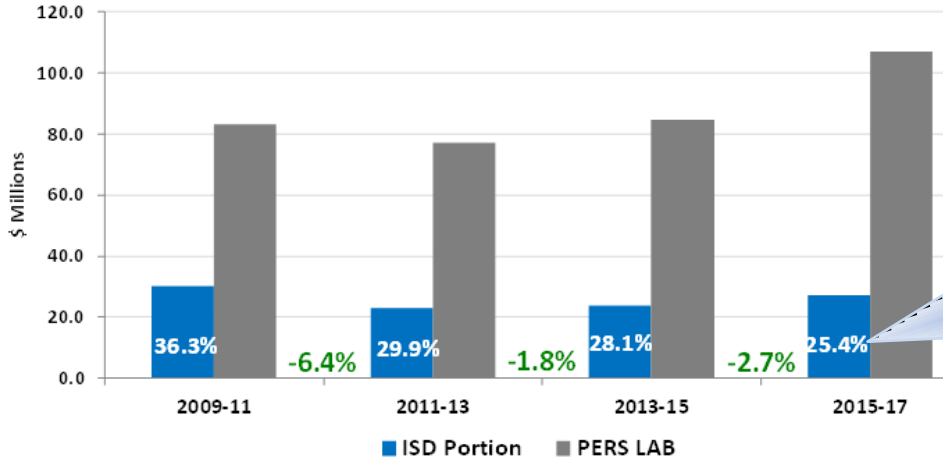
- ✓ ORION Maintenance and Enhancements Project (M&E): Successfully deployed 15 releases addressing high priority Clarity defects, priority business change requests, including *Moro* and HB3495 legislative changes
- ✓ IAP Admin Project: Completed approximately 33% of total required development on time and on budget
- ✓ DevOps: Created a DevOps-focused team supporting ISD's Continuous Integration (CI) transformation, and introduced CI tool automation for code quality and security

Enterprise Content Management Section (ECMS)

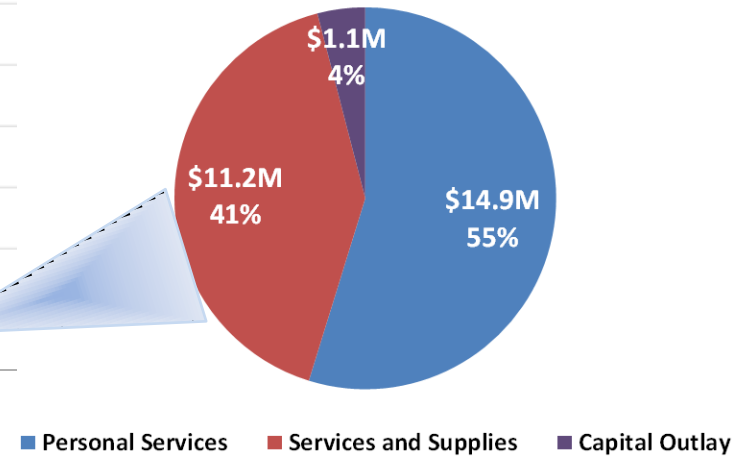
- ✓ Automated information capture (born digital stays digital concept), reducing handling and processing by staff
- ✓ Realigned skill sets of ECMS staff to support new technologies and our five-year strategy
- ✓ Captured 100% of member documents centrally and work-flowed to business activities

ISD Budget & Expenditures

ISD Portion as a Percent of PERS Budget



2015-17 ISD Portion by Major Cost Area



ORION

➤ What is ORION?

- **Oregon Retirement Information Online Network:** PERS' benefit administration system
- ORION consists of:
 - ✓ Retirement Administration system (Clarety, for Tier 1, Tier 2, and OPSRP plans)
 - ✓ Content Management system (FileNet, for document management and workflow)
 - ✓ Data Warehouse
 - ✓ Call Center
 - ✓ General Ledger
 - ✓ Etc.

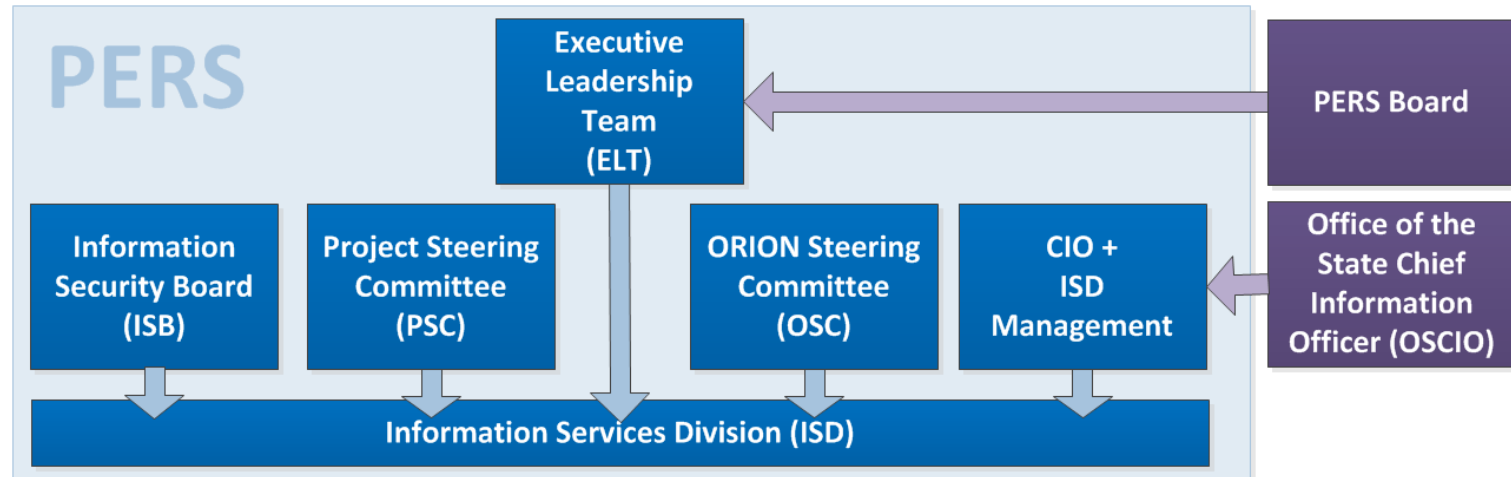
➤ ORION core functionality includes:

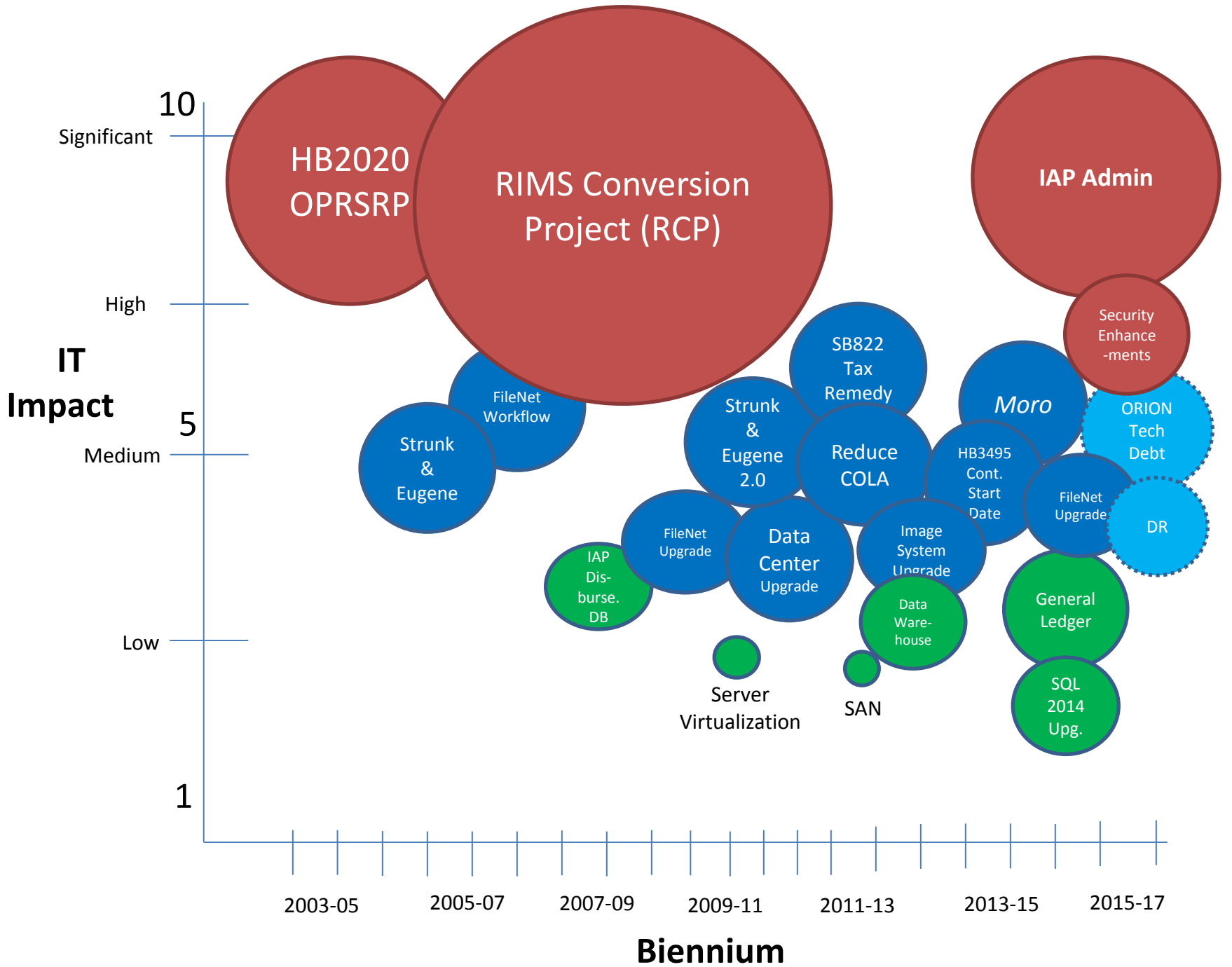
- Retirement administration – data collection, calculations, payment processing
- Online Member Services (OMS) – member portal for data review and limited transactions
- Employer Data Exchange (EDX) – employer reporting and payment portal
- Third Party Administrator (TPA) – portal for TPA's

IT Governance

➤ PERS IT is governed by:

- ✓ **PERS Executive Leadership Team (ELT)**: Oversees PERS enterprise
- ✓ **PERS Board**: Approves "Major IT" projects and expenditures
- ✓ **PERS Information Security Board (ISB)**: Oversees PERS information security, both IT and non-IT related
- ✓ **PERS Project Steering Committee (PSC)**: Meets monthly to prioritize and allocate resources to PERS enterprise projects, some may have IT involvement; ELT members are voting members
- ✓ **PERS ORION Steering Committee (OSC)**: Meets weekly to prioritize business-related IT change requests and releases for ORION; members are from agency operational areas
- ✓ **Oregon State Chief Information Office (OSCIO)**: Oversees all state IT technology policies and initiatives (e.g., "Major IT" projects via the Stage Gate process)



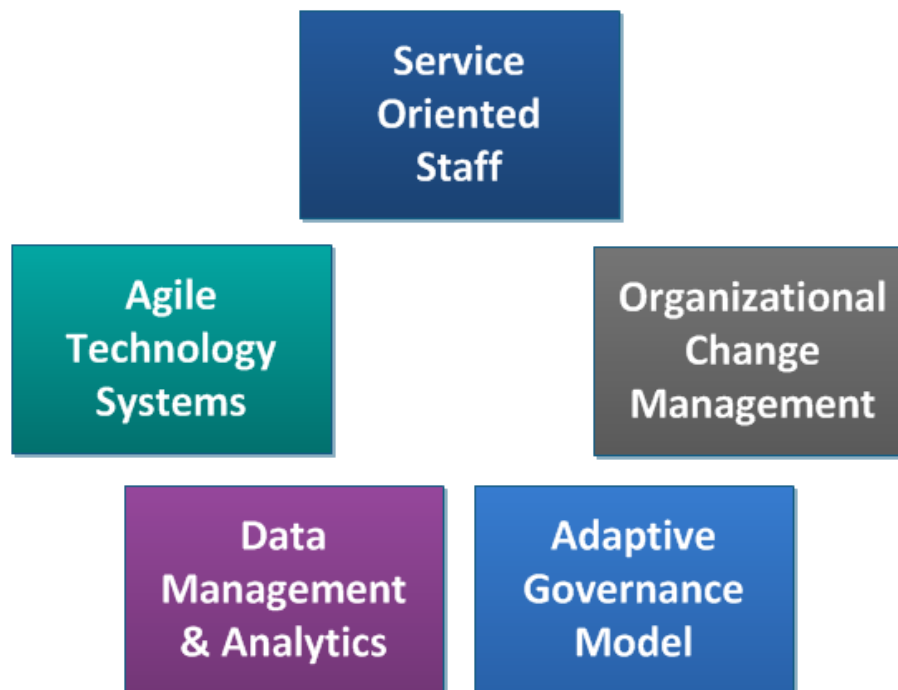


ISD Capabilities Critical to PERS

- In June 2014, ISD sponsored a summit with key PERS staff focused on the question:

“How can IT enable the PERS transformation to a process-driven organization?”

- Five capabilities were identified where ISD support is critical



PERS Agency Strategic Plan

- PERS then developed a strategic plan that looks to a five-year horizon and answers the questions:
 - ✓ *“If we are exceptionally good at delivering on our mission, where will we be as an agency, what services will we provide to better support our members, and how will we get there?”*
- PERS identified four strategic focuses as priorities – PERS’ 2020 vision is detailed in the PERS 2015-2020 Strategic Plan

Organizational Management and Development

Member Services and Communications

Data Reliability

 **Information Governance, Security, and Technology**

PERS and IT Strategic Plans

- PERS Strategic Plan defines **Strategic Priorities**, supporting **Focus Areas**, related **Objectives**, and enabling **Strategies**

Strategic Priority

Focus Area

Goal

Objective

Strategies

Planned Actions

Related Process Measures

- Based on the PERS Strategic Plan, ISD then developed a supporting IT Strategic Plan for 2015-2020, further detailing specific **Planned Actions** and identifying **Process Measures** to measure success

IT Strategic Plan – PERS Alignment

- **One Strategic Priority is largely IT-related, with 4 Focus Areas:**

Information Governance, Security, and Technology

Focus Area 1: IT Governance and Management Model

Goal 1

Implement improved Information Technology (IT) governance and management to clarify accountability and authority.

Objective 1.1

CoBIT and ITIL/ITSM frameworks

Revise the current IT Governance and Management framework to better align with industry standards.

Objective 1.2

ITIL/ITSM, Compass, Enterprise Architecture

Better define and document the inter-relationships between business operations, computer applications, system hardware, and other domains to provide more reliable and accessible information about PERS technology for decision making.

Objective 1.3

CoBIT and ITIL/ITSM frameworks

Establish Information Governance Standards and Best Practices that support management of information assets at the enterprise level.

Related Process Measures

- SP3b Technology Satisfaction
- SP3c ISBRA Maturity Ratings

IT Strategic Plan – PERS Alignment

Information Governance, Security, and Technology

Focus Area 2: Agile Technology System

Goal 2

Improve IT efficiency and responsiveness to business operational changes.

Objective 2.1

2015-17 POP 104 ORION Technical Debt

2017-19 POP 102 IAP Admin & POP 103

ORION Business Modernization (planned)

Resolve missing functionality and key technical debt to improve performance, maintainability, and sustainability.

Objective 2.2

Agile Methodology, DevOps, Bi-Modal IT

Adopt a scalable system development life cycle (SDLC) methodology to align with the risk and complexity of operational requirements.

Related Process Measures

- SP3a Service Interruptions
- SP3b Technology Satisfaction
- SP3c ISBRA Maturity Ratings
- SP3d Batch Incidents
- SP3e ORION Enhancement Backlog
- SP3f ORION Defect Backlog
- SP3g HelpDesk Responsiveness
- SP3h System Uptime

IT Strategic Plan – PERS Alignment

Information Governance, Security, and Technology

Focus Area 3: Information Security

Goal 3

Establish and implement an Information Security Management System in accordance with PERS Information Security Plan.

Objective 3.1

2017-19 POP 101 Cybersecurity (planned)

Establish an information risk assessment process.

Objective 3.2

Establish an information security risk treatment process.

Objective 3.3

Develop and Establish an Information Security Organizational Structure.

Related Process Measures

- SP3c ISBRA Maturity Ratings

IT Strategic Plan – PERS Alignment

Information Governance, Security, and Technology

Focus Area 4: Disaster Recovery

Goal 4

Provide operational infrastructure that restores critical business services in the event of a localized disaster.

Objective 4.1

Define the technology infrastructure that is at risk in strategy to restore that infrastructure.

Objective 4.2

Update the agency's Business Continuity Plan to align with disaster recovery strategies and infrastructure.

Related Process Measures





- SP3a Service Interruptions
- SP3b Technology Satisfaction
- SP3c ISBRA Maturity Ratings
- SP3h System Uptime

2015-17 POP 105 Disaster Recovery

**2017-19 POP 200 Data Center Migration
(Disaster Recovery) (planned)**

IT Strategic Plan – OSCIO Alignment

- On March 3, 2017, OSCIO presented the following Strategic Goals for the Administration and Business Services Information Resource Management (IRM) Plan to the JLCIMT – the PERS IT Strategic Plan aligns well with these goals:

 Strategic Goal #1 Customer Focus	<ul style="list-style-type: none">• Improve access to state services with a focus on customer priorities and improving the customer experience
 Strategic Goal #2 Sustainability	<ul style="list-style-type: none">• Modernize critical state business functions and IT services using technologies and approaches that provide for:<ul style="list-style-type: none">• Increased business agility• Maintainability (continuous improvement and lifecycle management)• Ongoing compliance
 Strategic Goal #3 Enterprise Focus	<ul style="list-style-type: none">• Increase use of shared and enterprise IT services to eliminate redundancy and achieve business efficiencies
 Strategic Goal #4 IT Strategy & Governance	<ul style="list-style-type: none">• Mature IT strategic planning and governance to support critical modernization efforts and improve enterprise alignment

IT Strategic Plan – OSCIO Alignment

- The OSCIO IRM Plan also highlighted current and planned state IT projects, mapping alignment of the projects to the shared Strategic Goals; the PERS projects are shown below:

Agency	Project	Current or Planned	Est. Total Budget	Strategic Goals		
				Customer Focus	Sustainability	Enterprise Focus
PERS	IAP Administration into ORION	Current	\$6,072,750	✓	✓	
PERS	PERS Cybersecurity Program	Planned	\$2,251,860*		✓	
PERS	ORION Business Modernization Program	Planned	\$6,401,007	✓	✓	
PERS	Data Center Migration (Disaster Recovery)	Planned	\$709,398		✓	✓

* Additional \$500,000 is being requested per HPE Security Consulting recommendations

PERS IT Strategic Plan – Conclusions

➤ Strongly supports and aligns well with:

- ✓ the PERS Agency Strategic Plan
- ✓ the OSCIO Administration and Business Services Information Resource Management (IRM) Plan

➤ Strongly supports the PERS Mission:

“To serve the people of Oregon by administering public employee benefit trusts to pay the right person the right benefit at the right time.”

➤ Strongly supports the ISD Mission:

“To enable the satisfaction of PERS members, we deliver quality services to agency stakeholders by providing accurate information and superior products that support decision-making and daily operational needs.”