ANALYSIS

Item 53: Public Employees Retirement System/Department of Administrative Services Modernization Program Status

Analyst: John Borden and Sean McSpaden

Request: Acknowledge receipt of a report on the status of the Modernization Program.

Analysis: The budget report for SB 5534 (2025), the primary budget measure for the Public Employees Retirement System (PERS), included the following budget note:

> *The Public Employees Retirement System and the Department of Administrative Services - Enterprise Information Services (DAS-EIS) are directed to jointly report to the Interim Joint Committee on Ways and Means in January 2026, on the progress being made towards modernizing the ORION pension administration system. The report is to include, but is not limited to, the following: (a) status report on the Program's Joint Legislative Fiscal Office and DAS-EIS Stage Gate endorsement(s); (b) results of the contracted Solutions Analysis Framework and the agency's recommended path forward for the Modernization Program; (c) Independent quality control reviews of the Modernization Program's solutions analysis and any associated business case update; (d) summaries of all updated foundational program documentation; (e) status of the implementation of 2025 legislative investments in the Modernization program, including the hiring of authorized positions and standing up the Core Retirement System Applications Program Office; and (f) any additional information related to the Modernization Program for which will assist the Legislature in understanding the agency's revised plan for the Modernization Program.*

The budget note was adopted to both: (a) address a variety of concerns by the Joint Committee on Ways and Means Subcommittee on General Government on the Modernization Program's scope, schedule, and cost; and (b) lay the predicate for what was expected to be a supplemental budget request. The report was originally intended to inform the Legislature about the scope, schedule, and budget of the Modernization Program, whether the agency is ready to proceed with its newly adopted Commercial-Off-the-Shelf (COTS) strategy, and what further investment may be needed to support that work.

Background

The Oregon Retirement Information Online Network (ORION), deployed in 2004, is a complex system of databases and applications used by PERS. These include core business applications such as jClarety (implemented in 2005 and serves as the agency's Pension Administration

System (PAS)), FileNet, Call Center, Kofax and Central Data Warehouse, as well as supporting information technology services such as batch processing, network infrastructure, data security and disaster recovery. Since inception, PERS has had to rely extensively on long-term contractors to support ORION/jClarety.

PERS initiated the Modernization Program, including information technology and business transformation, in the 2021-23 biennium. This initiative was not based on any mission-critical systems or applications urgently (i.e., highly likely to fail with significant impacts) in need of upgrade or replacement except for the agency's phone system, which is in the process of being replaced. Nor was a formal risk assessment conducted by the agency on its full range of business and technology architectural assets. Under the estimated program timeline, the current legacy information technology applications will need to be maintained for the next eight to 10 years or until replaced by more modern applications.

Since 2021, PERS had been operating under the presumption that the only option for information technology modernization was to update the agency's existing PAS. At the direction of the Department of Administrative Services - Enterprise Information Services (DAS-EIS), the agency pursued a "Strategic Reset." From January to June 2025, PERS engaged in a solutions analysis with a third-party vendor to determine the best solution for a new PAS. The three alternatives considered were: (1) purchase a commercial-off-the-shelf (COTS) PAS; (2) custom build a new PAS; or (3) upgrade the existing PAS. In July 2025, the PERS Executive Leadership Team and the Modernization Executive Steering Committee made the decision to fundamentally change the approach modernization and to proceed with the acquisition and deployment of a COTS PAS using a phased implementation approach over a 10-year period. Completion of an options analysis/business case earlier in the program's lifecycle could have prevented this change, which has cost both time and resources.

While PERS has a conceptual understanding of modernization for the agency, the absence of a comprehensive options analysis/business case (which remains in-process of development, review, and approval) hinders a more complete understanding of the scope, schedule, and cost of the entire effort. However, such an effort is expected to cost into the hundreds of millions of dollars and take approximately four to five biennia to complete based on preliminary schedule estimates.

Scope, Schedule, and Budget

Although the primary focus is currently the acquisition and deployment of a COTS PAS solution, the scope, schedule, and budget for the implementation of the Modernization Program as a whole is currently indeterminate until a new PAS vendor is onboarded, and fit-gap workshops have completed.

PERS has identified an estimated 2,500 functional requirements that a COTS solution would have to meet to replace ORION/ jClarety. However, an indeterminate number of requirements may ultimately not be met by the COTS PAS solution and would then have to be addressed outside of the COTS PAS solution (e.g., possibly the in-sourcing of the Individual Account Program and Customer Relationship Management) via custom development or through the acquisition and deployment of one or more additional COTS solutions. The extent that the COTS PAS will be configured and/or customized is yet-to-be-determined, as well as the impact of such decisions on the long-term operation and maintenance cost of the solutions. Clarity on these important aspects of the program will largely be driven by vendor responses to a yet to be developed or released request for proposal (RFP) for the PAS solution.

Importantly, the PERS modernization effort is far more extensive than replacing the functionality of the current PAS (ORION/jClarety). As currently envisioned, the effort also includes fully modernizing PERS' total business environment (e.g., business process re-engineering), technical infrastructure, network, security, desktop service, and data domains as well as modernizing (upskilling and reskilling) staff resources to be able to use, maintain, and support PERS' business and technical assets. Until fully implemented, the Modernization Program also includes Legacy Stabilization and Technology Readiness investments, which support the ongoing operations and maintenance of the ORION/jClarety PAS and related legacy systems until they can be replaced.

PERS' modernization effort includes other one-time costs such as Independent Quality Management Services (IQMS) and organizational change management services. PERS will also require contracted professional consulting expertise to guide the agency through the PAS RFP development and the ongoing modernization effort for the next decade based on preliminary schedule estimates. PERS operational, information technology, and other staff will also play a pivotal role in the successful implementation of a modernized solution, as well as add to the overall cost of the Modernization Program.

Although an eight-to-10-year comprehensive schedule for the PERS' Modernization Program has yet-to-be comprehensively defined or validated, the PERS Executive Leadership Team and Modernization Executive Steering Committee recently voted to extend the end date of the COTS PAS project from June 30, 2031, to December 31, 2034, and provided a schedule for modernization activities through 2027. Additionally, while the total cost of the PERS' Modernization Program has yet-to-be comprehensively defined, the most current estimate is confined to the COTS PAS at $180.7 million and does not include many other non-COTS PAS cost-factors mentioned previously. The source of funding for the Modernization Program is ORS 238.610, which directs the administrative operations expenses for the agency to be paid from earnings on the Public Employees Retirement Fund or, in years when such earnings are insufficient, through a direct charge to participating public employers.

However, as noted, the acquisition and deployment of a new and modern PAS is now the critical path for the entire Modernization Program and the RFP for the PAS solution has not yet been developed. Until a contract is executed, the schedule and budget for this project or the Modernization Program as a whole, for that matter, cannot be reliably estimated.

The following table reflects the current budget history for the program, which includes the shift from in-house development to a COTS solution (excluding current budget request for $4.8 million Other Funds and authorization for five positions (2.50 FTE) in Item #51 PERS Modernization Program).

Modernization Program	2021-23 Biennium	2023-25 Biennium*	2025-27 Biennium	Total
In-house Development	$ 4,597,797	$ 9,573,073	$ -	$ 14,170,870
Commercial-off-the-Shelf	$ -	$ -	$ 7,833,071	$ 7,833,071
Total	$ 4,597,797	$ 9,573,073	$ 7,833,071	$ 22,003,941
Positions	6	16	14	36
FTE	2.75	14.41	13.52	30.68

*Included Legacy Stabilization and Technology Readiness project funding.

As a decision was not made until after the close of the 2025 legislative session, PERS' shift in its PAS modernization strategy was not reflected in either the agency request or Governor's budget, nor was sufficient information known during the 2025 session to fund a new COTS PAS project. However, the 2025 Legislature did approve limited "bridge" funding to allow PERS to advance planning efforts and fund ongoing and needed Legacy Stabilization and Technology Readiness program activities. Since the close of session, PERS has identified several issues that require supplemental funding (e.g., professional services contract to develop a request for proposal for the COTS solution). PERS is currently on a critical pathway for the 2027-29 budget development cycle that is primarily dependent upon timely development and posting of the RFP and successful execution of the COTS PAS contracting effort.

<u>Major Initiatives Underway</u>

PERS' efforts are currently focused on the following initiatives: (1) hiring legislatively authorized positions; (2) preparing for an issuance of an RFP for the COTS PAS based on the results of responses to a recently completed Request for Information process; (3) preparing an RFP for a pension consultant; (4) preparing RFPs to define current state foundational architecture; (5) initiating Phase 2 of a multi-phase data cleaning effort, if funded; (6) completing Phase 2 of a multi-phase telephony upgrade project; (7) contracting for development of a data migration plan, if funded; (8) completing program and project business cases; (9) completing the Member Identity and Access Management project; and (10) completing the first phase of a Legacy Stabilization and Technology Readiness project for ORION/jClarety User Interface (UI)/User

Experience (UX) Moderation and Compliance Project (JUMP) related to the Americans with Disabilities Act.

Oversight

The Modernization Program has IQMS that produces quarterly risk assessments, evaluates key technical work products for quality assurance, and assesses project governance, management, schedules, costs, proposed functionality, reliability, security, and other relevant quality standards. The IQMS firm is the same firm that provided PERS with IQMS services for the implementation of SB 1049 (2019). PERS is also producing Program Status reports.

In addition, DAS-EIS and the DAS-Chief Financial Office (DAS-CFO) are providing Executive Branch oversight. However, DAS-EIS is conducting oversight and Stage Gate Oversight approval at the project level only and is not currently overseeing the program with all of its interrelated project components. This complicates understanding of the status and health of the program and makes it difficult to understand key relationships and dependencies between projects within the program. DAS-EIS and DAS-CFO are currently reporting no major issues with PERS' modernization program.

Risk and Current Program Status

A modernization effort of the scale, scope, complexity, cost, and risk, proposed by PERS, has a highly elevated risk profile. An interruption to the payment of benefits would have a direct economic impact on retirees and the state's economy. To minimize such risks, the PERS modernization program requires formal program and project governance, management, and extensive planning and readiness efforts, including active stakeholder participation, and coherent and effective oversight by the IQMS vendor, DAS-EIS and DAS-CFO.

The PERS Modernization Program is an important long-term initiative and likely a needed state investment, if undertaken properly. After three years of less-than-optimal performance, multiple leadership changes, and a costly "Strategic Reset" related to the replacement of the existing PAS (ORION/jClarety), PERS' Modernization Program appears to be back on track and, if deficiencies can be resolved, the program will be much better positioned for success moving forward.

Recommendation: The Legislative Fiscal Office recommends that the Joint Interim Committee on Ways and Means acknowledge receipt of the report.

Request: Report on the progress made towards modernizing the ORION pension administration system, as required by the budget note in the Senate Bill 5534 (2025) budget report.

Recommendation: Acknowledge receipt of the report.

Discussion: A budget note accompanied Senate Bill 5534 (2025) requiring PERS and the Department of Administrative Services Enterprise Information Services (EIS) to report to the Interim Joint Committee on Ways and Means in January 2026 on the status of efforts to modernize the Oregon Retirement Information Online Network (ORION), including the pension administration system (PAS).

PERS launched the Modernization Program in July 2022 to address operational and financial risks associated with its existing PAS, jClarety. In July 2025, PERS made the decision to purchase a commercial-off-the-shelf (COTS) PAS to replace its current system. Overall, the scope of the Modernization Program extends beyond replacement of the PAS and will require integration across technology, operations, policy, and personnel. The Modernization Program is expected to take eight to ten years to complete, with PAS vendor selection expected in the first quarter of 2027.

In its 2025-27 Legislatively Approved Budget, PERS received $7.8 million Other Funds expenditure limitation for modernization planning and implementation and $6.7 million Other Funds expenditure limitation for Legacy Stabilization and Technology Readiness for its existing systems. This included funding for 14 positions (13.52 FTE), as well as targeted funding for specific initiatives such as Independent Quality Management Services (IQMS), Telephony technology implementation, and Member Identity and Access Management solution improvements. PERS previously received expenditure limitation for modernization planning and activities in the 2021-23 biennium ($4.6 million) and the 2023-25 biennium ($9.6 million).

Program Status: PERS made progress on several activities in support of the overall Modernization Program in 2025. These included:

- Submitting updated program and PAS roadmaps to EIS which outline the eight-to-ten-year projected timeline;

- Initiating the Request for Proposal (RFP) process for a consultant to assist with drafting the COTS PAS vendor RFP; and

- Submitting a draft program business case reflecting the shift to a COTS PAS solution to EIS for review, though additional updates to the business case are expected before the business case can be finalized.

PERS also made progress on data cleaning efforts, hired seven positions that were approved in the agency's 2025-27 budget for modernization, and continued work on business process mapping and organizational change management.

Additionally, PERS continued work on several specific modernization projects. These included:

- Implementing Phase 1 of three phases of the **Telephony Modernization Project** to update PERS' core phone systems and beginning development and testing of Phase 2. The project received Stage Gate 3 endorsement in January 2025.

- Initiating a **jClarety User Interface and User Experience Modernization and Compliance Project** in July 2025 to ensure external-facing web portals meet federal accessibility requirements by April 2026. The project received Stage Gate 3 endorsement in October 2025.

- Beginning testing of an identity protection solution and beginning the process of choosing a vendor for an identity verification solution as part of PERS' overall **Member Identity and Access Management project** to strengthen the security and privacy of PERS member online accounts. The project received Stage Gate 3 endorsement in July 2023.

- Completing the assessment phase of the **Development Operations (DevOps) Project** and preparing to engage contractors to implement recommended improvements.

PERS also made progress on addressing IQMS findings that identified potential risks and provided recommendations to ensure compliance with best practices.

Request: Report on the progress of Oregon Retirement Information Online Network (ORION) pension administration system modernization.

Recommendation: Acknowledge receipt of the report.

Discussion: The Department of Administrative Services Enterprise Information Services (EIS) has provided a report as required in a budget note from Senate Bill 5534 (2025) related to the progress of the Public Employees Retirement System (PERS) on progress being made toward modernizing the ORION pension administration system. To modernize ORION, PERS created a Modernization Program in July 2022. This is a long-term project focused on transforming the existing pension administration system. Due to the scope and scale of the changes to be made PERS is required to have approvals through the EIS stage gate process.

The Modernization Program in PERS is made up of several projects. EIS provided updates on the status of each project as follows:

- Telephony – this work is focused on replacing legacy phone systems that are no longer supported. Phase 1 of this work was completed in June 2025 with the final phase planned for completion and a scheduled close of the project planned for March 2026. Currently the project is undergoing a re-baseline of the timing of Phase 2, and it is unclear if the project will be able to be completed by March 2026. PERS will be providing updated timeline information to EIS in the coming months.

- Hybrid Integration Platform – this work is focused on enhancing integration capabilities. This project was initiated in November 2024, but PERS has paused the work at this time. Due to lack of clarity on this project, EIS has not determined the level of oversight needed going forward.

- jClarety User Interface/User Experience Modernization and Compliance – this work is focused on modernizing the pension administration front-end. This work obtained Stage Gate 1 approval in August 2025, followed by Stage Gate 3 approval in October 2025.

- Member Identity and Access Management – this work is focused on implementing a comprehensive member and identity access solution. Stage Gate 1 approval for this work was received in January 2023 followed by Stage Gate 3 approval in July 2023. PERS has struggled to find a solution to meet the needs of the program. In 2025 PERS issued a second Request for Quote, after the first vendor was unable to meet needs, and is currently in contract negotiations with a new vendor.

- Pension Administration System – this work is focused on modernizing the pension processing and member services system. PERS has recently released a Request for Information and plans to engage a consultant to draft a Request for

Proposal, with a goal of selecting a consultant by March 2026. This project has not been formally submitted to EIS and foundational documents need to be submitted.

- DevOps – When PERS was initially going to upgrade the existing jClarety system DevOps was a critical component of the project. Now that a commercial-off-the-shelf (COTS) system will be selected, EIS is expecting additional information on the DevOps business case to understand the how this work impacts final requirements of the Pension Administration System.

The report also provides an update on the results of the contracted solutions analysis framework and the path forward for the Modernization Program. PERS, under the guidance of EIS, conducted a comprehensive solutions analysis to determine the best path forward in modernizing the existing pension administration system. Based on this contracted work, PERS has determined that moving forward with a COTS product will best meet the goals of the program. At the time of this analysis, a finalized solutions analysis has not been submitted to EIS but has been approved by the PERS Modernization Executive Steering Committee.

EIS also provided updates regarding two other ongoing projects associated with Modernization efforts. The first of these was an update on the status of Senate Bill 1049 (2019), which received Stage Gate 4 approval in September 2025 and has officially moved into its maintenance and operations phase. The second update was on PERS's move to managed services at EIS Data Center Services. As of December 2025, about one third of the servers have been migrated and the project is expected to be fully closed out in February 2027.

December 8, 2025

The Honorable Senator Kate Lieber, Co-Chair
The Honorable Tawna Sanchez, Co-Chair

Interim Joint Committee on Ways & Means

900 Court St NE
H-178 State Capitol
Salem, OR 97301-4048

Dear Co-Chairpersons:

Subject: SB 5534 (2025) PERS Modernization Program Budget Note Report

The Joint Committee on Ways and Means approved Senate Bill 5534 (2025) with a budget note requiring PERS and Department of Administrative Services (DAS) Enterprise Information Services (EIS), to report to the Interim Committee on Ways and Means, in January 2026, on the status of the progress being made towards modernizing the Oregon Retirement Information Online Network (ORION), which includes the pension administration system.

In accordance with that budget note, PERS is reporting on the progress being made towards modernizing PERS and its ORION Pension Administration System. PERS continues to collaborate with EIS at the Department of Administrative Services, as well as other state agencies and affected parties regarding the progress made to modernize the ORION pension administration system. DAS EIS will submit its report on our efforts separately.

This report includes information on the following:

(a) Status report on the Program's Joint Legislative Fiscal Office and DAS-EIS Stage Gate endorsement(s);
(b) results of the contracted Solutions Analysis Framework and the agency's recommended path forward for the Modernization Program;
(c) Independent quality control reviews of the Modernization Program's solutions analysis and any associated business case update;
(d) Summaries of all updated foundational program documentation.
(e) Status of the implementation of 2026 legislative investments in the Modernization program, including the hiring of authorized positions and standing up the Core Retirement System Applications Program Office; and
(f) Any additional information related to the Modernization Program for which will assist the Legislature in understanding the agency's revised plan for the Modernization Program.

Agency Action

This memorandum provides a general update on the status of the Program and is intended to fulfill the requirements of the POP 104 budget note.

The following reports on the above-noted elements.

DEFINITIONS:

To provide context and enhance the readability of this budget note, key definitions are outlined below:

- **Core Retirement Systems Applications Division (CRSA)** is the PERS Modernization Program Office, which was stood up in 2022. The PERS Modernization Program Office includes the budget for core information technology investments, project-related positions, contracts related to PERS' Modernization implementation, and the continued planning efforts to modernize the Oregon Retirement Information Online Network (ORION).
- **Oregon Retirement Information Online Network (ORION) Modernization** is the complex collection of systems, databases and applications which allow PERS to accomplish its mission. Basically, ORION represents all of the technology PERS uses to operate. ORION Modernization only represents technology and doesn't include people or processes.
- **PERS Modernization** Program is an agency transformation that will transform people, processes, and modernize technology.
- **Omni-channel Service Delivery** refers to a seamless and integrated approach to customer experience across multiple channels. This means that whether a customer interacts with us in person at one of our offices, calls one of our call centers, website, social media, or any other platform, they receive a consistent and unified experience. The goal of omni-channel services is to ensure that customers can transition smoothly between different channels without any disruption or loss of information, enhancing their overall satisfaction and engagement with PERS.
- **Digital Service** refers to the delivery of services through digital means, typically via the internet or other electronic networks. These services can include a wide range of activities such as changing one's address through a secure online website or providing document sharing via a secured portal. The key characteristic of digital services is to provide value to users, often enhancing convenience, accessibility, and efficiency.

PERS MODERNIZATION VISION:

PERS has embarked on an agency transformational journey that will transform people, processes, and modernize its technology.

The agency plans to modernize its Pension Administration System (PAS), which is a core component of the broader ORION platform. ORION encompasses multiple integrated systems that support PERS' retirement operations, and the PAS serves as the central engine for pension processing and member services. PAS, now over 20 years old, represents a growing operational and financial risk for the agency and the State of Oregon. Technical debt, limited flexibility, and increasing maintenance costs have constrained the agency's ability to deliver efficient and timely services to Oregon's 420,000+ members and 900+ participating employers.

In response to our challenges, PERS launched the Modernization Program in July 2022 as a comprehensive, enterprise-wide initiative and hired a new Modernization Director in February of 2025. The Modernization Director has been resetting the projects within the Modernization

Program and is establishing foundational steps for replacing the current PAS to increase functionality for members, employers and its internal workforce, while also absorbing ORION components that sit outside of the current pension administration system. The Modernization Program's vision extends beyond replacing a legacy system, it is a strategic enterprise transformation that will modernize how PERS delivers its services, which includes reducing manual processes, enhancing data utilization, and improving member and employer engagement through omni-channel service delivery. This transformation is a major undertaking and will likely span a decade and require integration across technology, operations, policy, and people.

BACKGROUND:

The PERS Modernization Program (the "Program") is a comprehensive, multi-year, enterprise-wide business transformation initiative aimed at reimagining how PERS administers pension services. PERS provides services across Oregon serving local, city and state governments. At its core, the program is focused on delivering sustainable, measurable benefits across people, processes, and technology, all in support of the agency's mission: paying the right person, the right benefit, at the right time.

Initially, the modernization effort centered on transforming ORION (Oregon Retirement Information Online Network), which is made up of complex systems, databases and applications that enable PERS to fulfil its mission. ORION includes the core business applications such as jClarety, FileNet, Call Center, Kofax and Central Data Warehouse as well as supporting IT services such as batch processing, network infrastructure, data security and disaster recovery.

jClarety, PERS' current pension administration software, is the backbone of ORION. jClarety provides critical functions enabling the agency to provide pension administration and service to members, employers, and other interested parties. However, it is increasingly constrained by its inability to adapt to legislative mandates (e.g., SB 1049, HB 4045), scale on demand, or support modern customer service expectations.

PERS desires to improve services for its stakeholders which include 199,000 active members, 168,000+ retirees and beneficiaries, 55,000 inactive members and 900+ public employers, and its internal workforce. This service improvement includes expanding digital self-service, integrating member interactions across a variety of communication channels, enhancing fraud prevention, and improving efficiency and accuracy in benefit delivery.

The Program now represents a strategic shift from modernizing technology to also including a business transformation. This change is the result of comprehensive planning, assessment, and collaboration across local and state government for its PERS Modernization. Additionally, it addresses significant external pressures, including policy changes and legislative mandates such as SB1049 and HB 4045.

PERS MODERNIZATION PROGRAM STATUS FOR THE 2025-27 BIENNIUM
(Activities listed below are from April through November of 2025)

The PERS Modernization Program has made substantial progress toward key foundational milestones necessary for program success:

- *Governance:* PERS established and chartered an Executive Steering Committee in August of 2023. In 2025, PERS updated its governance charter and included additional members. This committee meets every month to ensure the Program is meeting its obligations and makes decisions, advises, and assists in removing roadblocks when necessary. The members consist of: PERS Modernization Program personnel, PERS

Executive Leadership Team (ELT), PERS Board, EIS, and Department of Administrative Services (DAS) Chief Financial Office. Furthermore, analysts from the Legislative Fiscal Office and Gartner (IQMS vendor) are included as attendees.

- *Solutions Analysis Framework:* During the last part of the 2023-25 biennium, PERS was actively engaged in a solutions analysis with a third-party vendor to determine the best solution for a new Pension Administration System. PERS started its analysis in January of 2025 and concluded in July of 2025.

  The Modernization Executive Steering Committee (MESC) members considered whether to purchase a commercial-off-the-shelf (COTS) product, custom build a new Pension Administration System, or upgrade the existing system. After evaluating cost, functionality, and speed to deliver, the PERS Executive Leadership Team (ELT) and the MESC decided on July 2, 2025, to proceed with a COTS pension administration system using a phased implementation approach. The decision to purchase a COTS pension administration system initiated new work activities, such as developing a request for proposal (RFP) for both a consultant and a COTS pension administration system vendor. EIS, DAS, PERS Board, and Gartner support this decision. The latest Gartner QA Assessment Executive Summary report on page 6 states, "the process and outcomes of the Alternative Analysis addressed questions previously asked by stakeholder groups (including EIS and LFO). Stakeholder perception has improved with the greater understanding associated with the adjusted plan."

  As PERS started its planning process to start the RFP process to choose a COTS PAS vendor, pension administration peers and Gartner (QA vendor) strongly advised Oregon PERS to hire a consultant with deep pension procurement experience to help write the PAS RFP. Developing an RFP for a new pension administration system vendor is not a standard procurement. It is a highly specialized and time-sensitive effort that defines the agency's direction for the next 8 to 10 years. The PAS RFP must encompass over ~2500 functional, technical, and security requirements; align with complex pension rules; and ensure compatibility with statewide systems and policies. PERS does not currently have the internal capacity or expertise to develop an RFP of this scale and complexity. Engaging a qualified consultant is essential to ensure the RFP is comprehensive, defensible, and positioned to attract capable vendors who can meet the long-term needs of the system and its members. PERS anticipates completing the consultant RFP procurement process in QTR 1 2026.

- *Modernization Program Updates:* PERS has made significant progress in 2025 to prepare the agency for its modernization journey as outlined below.

  - **Roadmaps:** Developed a Program roadmap and Pension Administration System Project roadmap to assist in the Modernization Program planning and project initiation efforts. The Program timeline/roadmap (see diagram 1) reflects Gartner's estimate of 8 to 10 years and has been submitted to EIS.

diagram 1

- **Request for Information (RFI**): The Pension Administration System RFI completed on October 31, 2025 and twelve responses were received. The responses will help inform future budget requests and strategic planning to align with an eventual commercial-off-the-shelf (COTS) PAS Request For Proposal (RFP) that is planned for completion during QTR 1 of 2027.

- **Consultant RFP:** Submitted a statement of work to DAS Procurement Services on October 10, 2025 to start the RFP process to award a consultant to assist PERS in writing its COTS PAS RFP. PERS held its first meeting with DAS on November 6, 2025. PERS anticipates completing the consultant RFP procurement process in QTR 1 2026.

- **Current State Foundational Architecture Documentation:** PERS submitted a Work Order Contract to hire a contractor to document its current state foundational architecture. The Work Order Contract (WOC) was submitted on August 28, 2025, and the Notice to Proceed was received on October 21, 2025. As of November 8, 2025, the vendor has started working on their first deliverable.

- **Business Process Mapping:** PERS has been documenting its processes and recently started documenting its pension life-cycle processes (e.g., pre-retirement, divorce, etc.). Six journey maps have been completed out of 12.

- **Organization Change Management:** The vision to reduce manual work and enhance the member and employer experience has been communicated, along with the rationale for purchasing a COTS for the new pension administration system. The PERS OCM lead is currently conducting stakeholder interviews to assess the organization's capacity for change. Additionally, a Modernization Lunch and Learn was held on October 30, 2025, to review previous technology projects and use those insights to inform current modernization efforts, demonstrating the agency's preparedness for this change compared to 20 years ago.

- **Data Cleaning and Data Migration:** Phase 1 of the Data Cleaning effort of this work stream completed on June 30, 2025, and phase 2 will begin in 2026. Phase 2 will consist of contracting for vendor support in 2026 to continue its agency-wide data clean-up effort and create a comprehensive data migration plan.

- **Modernization Program Business Case Status:** PERS previously completed a Modernization Program Business Case; however, the new Modernization Director has been resetting the program and the projects within its program portfolio. The business

case has been submitted to EIS for review and reflects the new approach to purchase a COTS PAS vs. modernizing our current pension administration system, jClarety. PERS anticipates the Program Business Case to be finalized in QTR 1 of 2026. Future updates to the PERS Modernization Program Business Case are expected as the Program learns more and understands which features and capabilities are provided or not provided in the chosen COTS PAS solution.

- **Customer Relationship Management (CRM) and Workflow Modernization**
The Program aims to replace outdated case and correspondence management tools with a modern CRM solution designed to improve responsiveness and digital self-service. However, this effort is contingent on the selected PAS vendor's capabilities, and this effort will be evaluated after the new PAS vendor has been chosen.

- **Hiring Positions Funded by POP 104:** POP 104 included funding for 12 permanent positions and 2 limited duration positions. Of these 14 positions, 7 of the positions are filled, 5 positions are currently in the recruitment process, and 3 positions are expected to conclude in December 2025. The remaining positions are in the approval processes with PERS Human Resources, DAS Human Resources Office. PERS expects to have all of the positions filled by the end of FY26.

- *Modernization Program Project Updates:* Significant progress has been made toward achieving the objectives for the Modernization Projects.

- **Telephony Modernization Project:** PERS successfully implemented Phase 1, the core telephony system on June 30, 2025. Currently, the project is in the development and testing phases for Phase 2 of this project. Phase 2 will add additional functionality to continue to improve member and employer services. Stage Gate 1 Endorsement received on March 12, 2024, and Stage Gate 2/3 Endorsement received on January 30, 2025.

- **Hybrid Integration Platform (HIP) Project:** PERS has adjusted its approach and is in the process of updating its business case to reflect the change to remain within the Microsoft technology stack, which is the standard technology for the State of Oregon. In addition, PERS submitted a Work Order Contract to hire a contractor to document the foundational architecture for both current state and future state. The Work Order Contract (WOC) was submitted on August 28, 2025, and the Notice to Proceed was received on October 21, 2025. PERS expects to have the updated business case to EIS by January of 2026 and receive Stage Gate 1 Endorsement in QTR 2 of 2026. Progress has been slower on this project; however, we are adding additional resources to gain momentum on this project.

- **Pension Administration System (PAS) & Ancillary Applications Project:** At this point the project has started to lay the groundwork for submission of its artifacts for Stage Gate 1 Endorsement. The Pension Administration System (PAS) business case has been submitted, including a high-level iterative timeline/roadmap (see diagram 2) and the current state requirements gathering process started on November 3, 2025, with an anticipated completion date of March 2026. The Stage Gate 1 endorsement is expected to occur in QTR 2 of 2026.

Modernization
Pension Administration System
### High-level iterative timeline

diagram 2
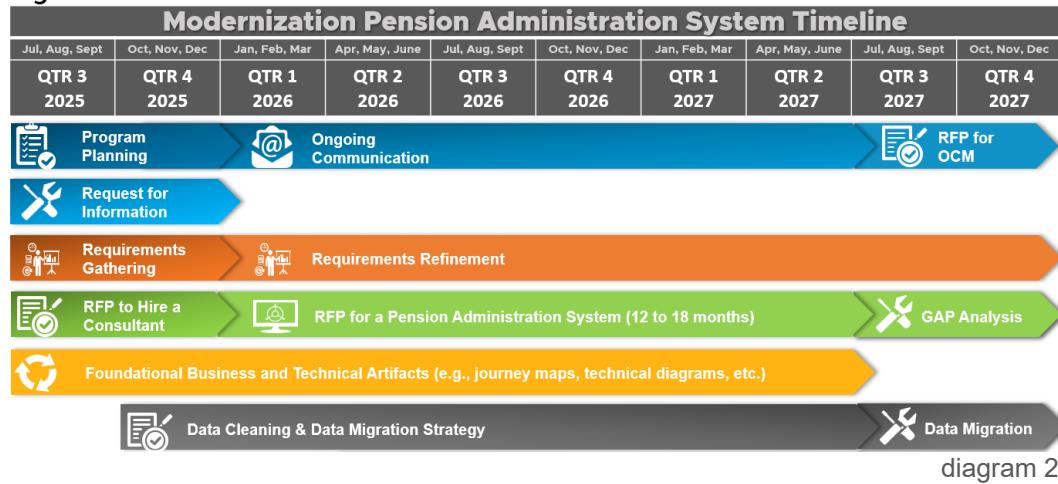
- **Member Identity and Access Management Project:** PERS has implemented its Identify Protection (IdP) solution into the test environment and is in the process of choosing a vendor for its Identity Verification (IdV) solution. Once the vendor is chosen for the identify verification solution, PERS will then work to implement and integrate both the IdP and IdV systems. PERS anticipates completing this project by the end of QTR 4 2026. Stage Gate 3 Endorsement was received on July 18, 2023.

- **jClarety UI/UX Modernization and Compliance Project (JUMP):** PERS quickly initiated this project in July 2025 to ensure the external web portals are in compliance with American Disability Act (ADA) Web Content Accessibility Guidelines (WCAG) 2.1 level AA by the federal compliance deadline of April 24, 2026. This project includes changes to address its technical debt for jClarety stabilization purposes. jClarety must remain stable and in good operational standing for 8 to 10 years, while the new modern PAS is implemented. Stage Gate 1 Endorsement received on August 8, 2025 and Stage Gate 2/3 Endorsement received on October 14, 2025.

- **DevOps Project:** The groundwork has commenced for the project initiation process aimed at implementing tooling to support the creation of the DevOps pipeline required for Modernization. This initiative is part of the Modernization Program, which included hiring a consultant to evaluate the current system and related development processes and develop an action plan to ensure PERS is prepared to take on Modernization initiatives. The assessment phase has been successfully completed, and PERS is now prepared to engage contractors to assist in executing the consultants' recommendations. PERS plans to submit the required foundational documentation to EIS during QTR 1 2026.

- *IQMS - Independent Quality Assurance:* PERS contracted with Gartner Inc. for Independent Quality Management Services (IQMS) for the Modernization Program and the projects within the Programs' portfolio in November 2023.

  The iQMS Consultant, Gartner, identifies potential risks, provides strategic recommendations, and ensures compliance with best practices. This service also evaluates technical work products for quality assurance and assesses project schedules, costs, functionality, reliability, security, and other relevant quality standards.

PERS received the initial submission of the IQMS baseline work plan and the iQMS Quality Plan deliverables in July 2024 and subsequent quarterly reports. PERS has ensured that both EIS and LFO are recipients of both the recommendations as well as our responses to those recommendations. Attachment 1 is the most recent Quarterly Status Report Summary ending on August 31,2025. The latest Quarterly Risk Assessment Scorecard shows the following:

- 3 Key Strengths:
    1. Completion of Alternative Analysis
    2. Completion of Telephony – Phase 1
    3. Successful Business Process Mapping Efforts

- 3 Key Observations:
    1. Shifting and Evolving Modernization Strategy is impacting clarity of funding requests.

        PERS Action Plan: In August of 2025, PERS was shifting its Modernization Strategy from modernizing jClarety to purchasing a COTS PAS, which included new projects/work efforts. PERS developed a Modernization Program and Pension Administration roadmap and shared it with MESC and EIS to address the shifting and evolving Modernization strategy. The latest Gartner QA Assessment Executive Summary report on page 6 states, "the process and outcomes of the Alternative Analysis addressed questions previously asked by stakeholder groups (including EIS and LFO). Stakeholder perception has improved with the greater understanding associated with the adjusted plan."

    2. The Program is focused on planning for the Pension Administration System (PAS) activities which comprise only a portion of the necessary planning that needs to be done for the biennial roadmap.

        PERS Action Plan: PERS continues to address the planning activities for the PAS, because it is the critical path within the Modernization Program roadmap. The legacy ancillary applications are included in the PAS roadmap and will be reviewed during the fit-gap workshops in 2027. Additional planning will occur for the legacy ancillary applications after the PAS vendor has been chosen and the fit-gap workshops have been completed. The iterative roadmap/timeline for the PAS has been completed through 2027 and has addressed the main concern for this risk.

    3. Execution of Program projects and workstreams is limited by availability of skilled Project Managers (PMs) with technical project experience.

        PERS Action Plan: PERS continues to evolve its project management practices incorporating program resource management using enterprise project management tools. PERS is currently in the process of recruiting for 3 senior project managers with technical experience and anticipates resolving this risk during QTR 1 of 2026.

    o Gartner reports that 60% of the 87 quality standards are being managed in alignment with applicable best practices, with no significant impact observed at this time. Additionally, 32% of the standards are being managed according to

some best practices, and the 6 areas of risk identified are currently being addressed.
- o 49 are in a Green status (60.5%)
- o 26 are in a Yellow status (32%)
- o 6 are in a Red status (7.5%)
- o 6 were not measured

PERS has taken the iQMS recommendations and, to the greatest extent possible, evolved our approach with the overall Program and projects to address their recommendations. Acting on these recommendations both reduces overall risks to the Modernization Program and further allows PERS to enhance our project competencies and capabilities that allow us to execute not only on these projects but any future projects, including future modernization efforts.

Additionally, PERS receives quarterly and periodic independent status reports as well as Quality Control reviews of key program artifacts and deliverables.
- Upcoming Key IQMS QC Reviews:
  - o Consultant RFP
  - o PAS Business Case
  - o PAS RFP

Budget

2023-25 BIENNIUM

PERS received $800,000 for pre-planning the Program in the agency's 2021-23 LAB. PERS received an additional Other Funds expenditure limitation of $3,797,797 through June 30, 2023. These allocations enabled PERS to conduct pre-planning work and hire key program staff in support of preparing a request to begin the first phase of the Program in the 2023-25 biennium. PERS Policy Option Package (POP) 103 in HB 5033 provided approximately $9.6 million for 2023-25 modernization activities.

Summary of key activities that were completed during the 23-25 biennium:
- Strategic Reset and Solutions Analysis Framework
  - o The program underwent a strategic reset in 2025, including the hiring of a new Modernization Director and a formal solution analysis partnership with Gartner.
  - o Completed Gartner's Solutions Analysis Framework. On July 2, 2025, PERS determined that a COTS PAS is the best path forward based on cost, speed of delivery and functionality.
- Telephony Modernization Project
  - o Phase 1 of the Telephony Modernization Project was successfully implemented on June 30,2025.
- Business Process Maps
  - o Over 300 Business Process Maps completed
  - o Child maps are in progress
  - o Pension life-cycle journey maps are in progress. Six *out of 12 have been completed.*

PERS received $14,521,851 for delivery of several initiatives within the Program project portfolio and planning efforts for the Pension Administration System in the agency's 2025-27 LAB for modernization activities. These allocations enabled PERS to conduct planning, analysis, design and development work and hire key program staff in support of preparing for the new Pension Administration System.

The following shows the breakdown of the funds:

Package 104, Modernization. This package increases Other Funds expenditure limitation by $7,833,071 and authorizes the establishment of 14 positions (13.52 FTE) for the planning and implementation of a modernization program related to the PERS pension administration system, this amount includes $4.0 million for associated services and supplies costs. The package has the following two components:

1. Core Retirement System Applications Program Office for project management and administration. This component creates Program execution capacity for the PERS Modernization Program Office and continues ongoing investments towards the modernization of the ORION pension administration system. This includes the following positions, as well as $280,000 in associated services and supplies:

- One permanent, full-time Business Operations Manager position (1.00 FTE);
- Two permanent Information Systems Specialist 8 positions (1.76 FTE);
- Two permanent Operations & Policy Analyst 3 positions (1.88 FTE);
- Three permanent Project Manager 3 positions (3.00 FTE);
- Two permanent Project Manager 2 positions (2.00 FTE);
- One permanent Program Analyst 4 position (0.88 FTE);
- One permanent Procurement and Contract Specialist 3 position (1.00 FTE), and
- Two limited duration Operations & Policy Analyst 2 positions (2.00 FTE).

- $25,000 for Comprehensive Solutions and Total Cost of Ownership Analysis;
- $1 million for Independent Quality Management Services;
- $1.5 million for Telephony Technology Implementation;
- $530,000 for Member Identity and Access Management solution improvements;
- $500,000 for Hybrid Integration Platform Architecture Design;
- $178,000 in contingency funding.

Package 801, Legacy Stabilization and Technology Readiness. This package increases Other Funds expenditure limitation by $6,688,780 for the planning and implementation of a modernization program related to the PERS pension administration system. The package has the following components:

2. ORION Modernization Program Costs are for one-time funding of contract services and include the following components:

- $735,280 for Member Identity and Access Management subscription costs;
- $1,930,000 for Foundational Architecture Documentation;
- $3,705,000 for jClarety User Interface/User Experience (UI/UX) Modernization & Compliance Project, and
- $318,500 in contingency funding.

Modernization Program:

The following is a chart (diagram 3) setting out actual to date spending as of October 31, 2025 and projections against the items noted above for the Modernization Program which has an overall budget of $14,521,851.

	Project Title	LAB	Actual to Date	Projections	Total	Variance
	2025-27					
1	Program Staff	4,100,071	368,815	4,227,653	4,596,468	(496,397)
2	IQMS	1,000,000	845	1,193,710	1,194,555	(194,555)
2	HIP	500,000		122,366	122,366	377,634
2	Telephony	1,500,000	-	11,410	11,410	1,488,590
2	TCO Analysis	25,000			-	25,000
2	Contingency (Mod)	178,000			-	178,000
2	MIAM	530,000		157,000	157,000	373,000
3	Foundational Architecture Documentation	1,930,000	-	631,290	631,290	1,298,710
3	JUMP-Jclarety UI/UX	3,705,000	384,790	2,813,530	3,198,320	506,680
3	MIAM (Forgerock-Dues & Sub)	735,280	271,138	12,082	283,220	452,060
3	Contingency (Legacy)	318,500			-	318,500
	Project Total	**$14,521,851**	**1,025,589**	**$9,169,041**	**$10,194,630**	**$4,327,221**

	Approved Appropriation	LAB	Actual to Date	Projections	Total	Variance
	2025-27					
1	Program Staff	4,100,071	368,815	4,227,653	4,596,468	(496,397)
2	Implementation	3,733,000	845	1,484,486	1,485,331	2,247,669
3	Legacy Stabilization & Technology Readiness	6,688,780	655,929	3,456,902	4,112,830	2,575,950
	Project Total	**14,521,851**	**1,025,589**	**9,169,041**	**10,194,630**	**4,327,221**

diagram 3 (as of 10/31/25)

Summary of key activities that have been completed or have made significant progress during the 25-27 biennium (July through November 2025):

- Strategic Reset and Business Case Development
  - The program underwent a strategic reset in 2025, and with this change led to a new Modernization Program strategy, new activities, an updated business case and roadmap.
    - Submission of a revised Program Business Case and Charter to Enterprise Information Services (EIS) in November 2025, aligning the program with PERS' Modernization roadmap.
  - Updated Modernization Program and PAS roadmaps (see diagrams 1 and 2). The roadmaps were submitted to EIS and shared with the MESC.

- Pension Administration System (PAS) Planning
  The PAS project is the program's critical path. Key activities completed include:
  - Launch of the Request for Information (RFI) process, with informal evaluations underway.
  - Requirements gathering and current state architecture documentation initiated.
  - Preliminary business requirement sessions that seek to identify pain points, must have and nice to have items from business units are underway through January of 2026 to inform future system functionality.
  - Submitted a statement of work to DAS Procurement Services on October 10, 2025, to start the RFP process to award a consultant to assist PERS in writing its COTS PAS RFP.
- Hiring
  - 7 of the 14 positions have been filled and 3 positions are currently in the hiring process, which are expected to conclude in December of 2025. PERS expects to

have all of the positions filled by the end of FY26.

- Telephony Modernization Project
  - Phase 2 of the Telephony Modernization Project is in progress.

- jClarety UI/UX Modernization and Compliance Project (JUMP)
  - PERS received Stage Gate 1, 2 and 3 endorsements in record time. The project is on track to meet the federal compliance deadline of April 24, 2026.

- Business Process Mapping: PERS has started documenting its pension life-cycle processes (e.g., pre-retirement, divorce, etc.). Six journey maps have been completed out of 12.

2023-27 total budget including forecast spend is provided below (diagram 4).

Program Budget					
Approved Appropriation	**Project Start Date**	**LAB**	**Forecast Spend**	**Variance Amount**	**Variance %**
1 Program Staff	7/1/2021	10,203,941	9,487,196	(716,745)	-7.0%
1 Data and Analytics	7/1/2023	1,000,000	993,126	(6,874)	-0.7%
1 Development and Operations	7/1/2023	560,000	479,270	(80,730)	-14.4%
1 Architecture	7/1/2023	2,000,000	1,976,835	(23,165)	-1.2%
2 Implementation	7/1/2025	3,240,000	157,000	(3,083,000)	-95.2%
2 Independent Quality Management Srvs	7/1/2023	1,900,000	2,005,555	105,555	5.6%
2 Hybrid Integration Platform	7/1/2023	450,000	122,366	(327,634)	-72.8%
2 Telephony	7/1/2023	2,057,000	568,410	(1,488,590)	-72.4%
3 Legacy Stabilization & Technology Readiness	7/1/2023	8,651,751	5,163,303	(3,488,448)	-40.3%
3 Pension Administration System (PAS)	4/11/2025	700,000	630,000	(70,000)	-10.0%
Total		**30,762,692**	**21,583,062**	**(9,179,630)**	**-29.8%**

diagram 4 (as of 10/31/25)

Other information that helps inform the Legislature on the status of the project or issues that have arisen as the result of the project

PERS Monthly Status Report

As noted above, PERS has been resetting the program and the projects within its portfolio. Each project has its own unique status which is reflected in Attachment 2. Monthly status reports are provided to the Modernization Executive Steering Committee attendees. Attachment 2 is the latest version of the Monthly Status Report.

Collaboration with Other State Agencies

PERS is working closely with EIS and DAS to support expedited review of project documents and provide real time feedback on project activities. This has proven to be quite effective and has sped up required reviews and approval cycle times. Efforts continue to refine required communications and interactions amongst all interested parties.

Action Requested

Acknowledge receipt of the report.

Legislation Affected

This report reflects Budget Note directives as approved in Senate Bill 5534 (2025). Please contact Kevin Olineck, Director at (503) 603-7695 with any questions.

Sincerely,

Kevin Olineck, Director
Oregon Public Employees Retirement System

Attachment 1: iQMS Quarterly QA Status and Improvement Report Summary Exec Summary as of August 31, 2025
Attachment 2: Monthly Project Status Report as of October 31, 2025

December 3, 2025

The Honorable Senator Kate Lieber, Co-Chair
The Honorable Representative Tawna Sanchez, Co-Chair
Interim Joint Committee on Ways and Means
900 Court Street NE, H-178
Salem, OR 97301

RE: Senate Bill 5534 (2025) Budget Note Report on PERS Modernization

Dear Senator Lieber and Representative Sanchez:

Nature of the Request

The Joint Committee on Ways and Means approved Senate Bill (SB) 5534 with a budget note requiring the Public Employees Retirement System (PERS) and the Department of Administrative Services (DAS) Enterprise Information Services (EIS) to jointly report to the Interim Joint Committee on Ways and Means in January 2026, on PERS' progress being made towards modernizing the Oregon Retirement Information Online Network (ORION) pension administration system.

Agency Action

In accordance with the budget note, this letter serves as EIS' report on PERS' progress being made towards modernizing the ORION pension administration system. This report includes information on the following:

    a. background
    b. status report on the Program's Joint Legislative Fiscal Office and DAS-EIS Stage Gate endorsement(s)
    c. results of the contracted Solutions Analysis Framework and the agency's recommended path forward for the Modernization Program
    d. independent quality control reviews of the Modernization Program's solutions analysis and any associated business case update
    e. summaries of all updated foundational Program documentation
    f. status on the implementation of 2025 legislative investments in the Modernization Program, including the hiring of authorized positions and standing up the Core Retirement System Applications Program Office
    g. any additional information related to the Modernization Program that will assist the Legislature in understanding the agency's revised plan for the Modernization Program

(a) background
In July 2022, PERS launched its Modernization Program. This long-term Program aims to

transform core pension administration and supporting systems, eliminating offline tools and workarounds. The goal is to improve business processes and ensure the right benefits are delivered to the right people at the right time. The transformation is expected to take a decade and involves several projects and investments.

PERS' vision is a strategic transformation to modernize service delivery, reduce manual processes, enhance data use, and improve engagement through omni-channel services.

(b) status report on the Program's Joint Legislative Fiscal Office and DAS-EIS Stage Gate endorsement(s)

The Program currently has four component projects, one closed project, and additional projects anticipated in the near future. The component projects initiated under the Program, which have engaged with EIS or are expected to engage with EIS, are outlined below:

- **Telephony**
  The Telephony project is focused on replacing the legacy phone system, which has reached its end of life (EOL) and end of support (EOS), with a modern, vendor-supported solution. The new platform will deliver enhanced capabilities designed to better support internal operations and meet evolving external business needs. PERS expects this to be a three-phase project and is currently in phase 2. Designated as an oversight level 2 project, the Telephony project was initiated in January 2024 and scheduled to close by March 2026. The project received Stage Gate 1 endorsement on March 11, 2024, and Stage Gate 3 endorsement on January 29, 2025. PERS successfully implemented Phase 1 of the project June 30, 2025. The project is undergoing a schedule re-baseline to integrate Phase 2 implementation activities. Currently, it is unclear whether PERS will meet the March 2026 scheduled close out date. PERS is expected to submit an updated schedule to EIS soon.

- **Hybrid Integration Platform (HIP)**
  The HIP project is focused on enhancing integration capabilities by implementing secure connectivity across on-premises and cloud-based systems, applications and data sources. The agency initiated the project in November 2024; however, PERS has paused efforts for this project, pending additional clarity and information. The oversight level for HIP remains undetermined.

- **jClarety User Interface (UI)/User Experience (UX) Modernization and Compliance (JUMP)**
  The JUMP project is focused on modernizing the PERS pension administration front-end by ensuring compliance with the 2026 Americans with Disabilities Act accessibility standards and strengthening security through the implementation of OAuth 2.0 and upgrading outdated Struts and HTML technologies. Classified as an oversight level 2 project, the JUMP project began in July 2025. JUMP obtained Stage Gate 1 endorsement on August 6, 2025, followed by Stage Gate 3 Endorsement on October 10, 2025.

- **Member Identity and Access Management (MIAM)**
  The MIAM project is focused on acquiring and implementing a comprehensive member identity access management solution, that strengthens the security and privacy of PERS member online accounts and associated data. PERS originally initiated the project outside of the PERS Modernization Program but has since brought the project under the Modernization Program. The MIAM project is classified as an oversight level 2 project

and began in June 2022. Stage Gate 1 endorsement was granted on January 13, 2023, with Stage Gate 3 endorsement provided on July 19, 2023. Since 2023, PERS has faced challenges in deploying a purchased solution intended to provide identity services.

In 2024, PERS issued a Request for Quote (RFQ) and selected a second vendor to provide identity verification services; however, the project was unable to integrate the two solutions successfully. In 2025, PERS issued another RFQ and selected another vendor. PERS is currently in contract negotiations with a new vendor.

Below are additional anticipated component projects that will be introduced into the Modernization Program, at which time oversight levels will be determined.

- **Pension Administration System (PAS)**
  The objective of the PAS project is to modernize the pension processing and member services system. To help inform a Request for Proposal (RFP), PERS issued a Request for Information (RFI). PERS plans to engage a consultant to assist in drafting the Pension Administration System RFP, with the procurement process expected to conclude by March of 2026. While these steps advance the effort, a formal project has not yet been initiated with EIS. Finalizing foundational Program documentation remains a critical step for effective planning and preparation of the PAS project.

- **DevOps**
  PERS Modernization Executive Steering Committee (MESC) approved the DevOps project. The purpose of the DevOps project is to implement tooling to support the creation of the DevOps pipeline. The Program initially included DevOps in its roadmap to support the custom development required for maintaining the existing jClarety system. With PERS now pursuing a commercial off-the-shelf (COTS) solution, clarification in Program foundational documentation is needed to understand the continued necessity of DevOps within the Modernization Program. EIS is expecting clarification in the DevOps business case, which PERS should deliver before finalizing requirements for the new Pension Administration System (PAS).

(c) results of the contracted Solutions Analysis Framework and the agency's recommended path forward for the Modernization Program
As advised by EIS, PERS conducted a comprehensive solutions analysis in preparation for funding its pension administration system modernization. PERS contracted with Gartner Inc., to deliver a solutions analysis framework. Work was performed between January and June of 2025, and the deliverables provided PERS with an objective framework for deciding a path forward for their pension administration system.

The framework evaluated both enhancement of the existing jClarety system and adoption of a COTS solution, considering total cost of ownership, operational sustainability, and strategic alignment. It included lifecycle cost modeling, risk-adjusted estimates, and a cost-benefit comparison. Using the framework's scoring model, PERS evaluated solution options and determined that a COTS solution best met the Program's strategic and operational objectives. The PERS MESC and PERS Executive Leadership Team ultimately chose the COTS path, citing cost, functionality, and implementation speed as key factors. A finalized analysis has not been submitted to EIS but was presented at their MESC and approved.

(d) independent quality control reviews of the Modernization Program's solutions analysis and any associated business case update

As stated above, a finalized solutions analysis has not been submitted to EIS, nor has it been submitted to the independent quality management services (IQMS) vendor for a quality control review. At the current time it is unknown if or when the quality control review will occur.

EIS expects that the Program business case will receive a quality control review as soon as the artifact is made available to the IQMS vendor. EIS has recommended that the IQMS vendor conduct a more detailed assessment of PERS Modernization's budget management and reporting processes. Additionally, EIS has suggested a deeper evaluation of the health and status of component projects and the overall Program scope for greater insights.

(e) summaries of all updated foundational Program documentation

EIS oversees programs and their component project stage gates, requiring submission and approval of a program-level business case, charter, and roadmap. The program business case is a critical tool for demonstrating strategic alignment, optimizing shared resources, and managing cross-project risks. It establishes a unified governance framework, justifies funding, and facilitates stakeholder communication, ensuring the program delivers cohesive and measurable value to the state.

EIS relies on the program business case to validate alignment of individual projects with the program's overall strategic objectives, scope, and intended outcomes. As of the date of this report, the business case, charter, and roadmap for the Modernization Program have not yet been finalized. Draft documents have been submitted to EIS, and EIS has provided feedback. PERS is expected to address EIS' feedback and regularly update these foundational documents throughout the Program's lifecycle.

Documentation of additional scope details are needed for component projects such as data cleansing, enterprise architecture, customer relationship management, and business process mapping and how these align with the overall modernization plan. EIS has requested the Program submit other foundational documents referenced in the Program Charter, including the Program Benefits Management Plan (and tracker) and the Program Governance Plan to determine program scope. Currently, the Program provides a high-level roadmap in its monthly status reports.

(f) status on the implementation of 2025 legislative investments in the Modernization Program, including the hiring of authorized positions and standing up the Core Retirement System Applications Program Office

- **Hiring of authorized positions**
  EIS cannot independently verify the status of the positions authorized by the Legislature in policy option package 104.
- **Core Retirement System Applications Program Office**
  The Core Retirement System Applications Program Office was formally established and is operational.
- **Statuses on the implementation of 2025 legislative investments**

Statuses on the implementation of 2025 legislative investments in the Modernization Program for Telephony, MIAM, HIP, and jClarety UI/UX Modernization and Compliance Project can be found in the "b) status report on the Program's Joint Legislative Fiscal Office and DAS-EIS Stage Gate endorsement(s)" section.

(g) additional information related to the Modernization Program
In the House Bill 5033 (2023) LFO Budget Review document, LFO noted that "The PERS modernization program is viewed as being far more extensive of an initiative than the agency's implementation of SB 1049 and the agency's completion of the Production Data Center and Backup Data Center projects are deemed critical preconditions to any modernization effort."   Regarding that statement, EIS is reporting on the status of both SB 1049 and PERS' move to managed services at the state data center.

- **PERS SB 1049 Implementation Program**
  All projects under the Implementation Program are complete and the program submitted final closeout documentation for the SB 1049 program as well as the projects. On September 26, 2025, EIS approved the program through Stage Gate 4, and movement from project implementation into maintenance and operations, approving closure of the project with the following conditions:
    1. Any changes to the contract(s) associated with the program or projects still fall under the Statewide Information Technology Investment Oversight Policy 107-004-130, and the agency must notify EIS of any changes to these investments.
    2. Agency must continue to engage EIS-Cyber Security Services on security readiness activities throughout the life of the investment.
- **PERS move to managed services**
  PERS' move to EIS Data Center Services managed services has made significant progress, transitioning from a critical status to being on track. This improvement is reflected across key areas including server migrations, project scheduling, collaboration, and risk and issue management. EIS has received a detailed migration schedule from the PERS project manager. PERS has baselined a project schedule, enabling consistent migration workflows. Scope remains stable, with active progress on identified server groups.

  Resource availability and coordination have improved, with proactive conflict resolution and backup planning. EIS remains watchful of potential resource constraints.

  As of December 2, 2025, 109 of 317 servers have successfully migrated. The introduction of bulk migrations has further accelerated progress. Based on the re-baselined schedule, the project is set to conclude in February 2027, including project closeout. Project milestones include the migration of all servers by the end of October 2026, followed by the decommissioning of colocation in December 2026.

Action Requested

Acknowledge receipt of the report.

Legislation Affected

This request does not affect legislation.

Mission: Mature enterprise technology governance, optimize investments, ensure transparency, provide oversight, and deliver secure and innovative solutions.

If additional information is needed, please contact our Legislative Director, Shirlene Gonzalez, at shirlene.a.gonzalez@das.oregon.gov

Sincerely,
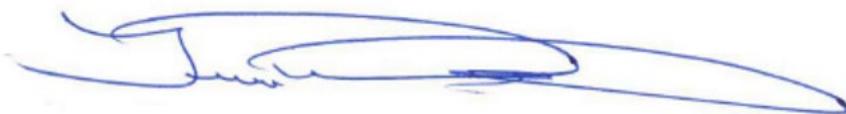
Terrence Woods
State Chief Information Officer

Modernization Program

Status Report

Kevin Olineck, Executive Sponsor

Kristi Ivers, Program Director

Joli Whitney, Program Manager

Status report as of October 31, 2025

PROGRAM INFORMATION

The PERS Modernization Program is a comprehensive, multi-year initiative aimed at transforming how the Oregon Public Employees Retirement System manages pension administration. This enterprise-wide business initiative will focus on people, processes, and technology to enhance operational efficiency and modernize service delivery. By upgrading communication channels, streamlining core business processes, and increasing data-driven decision-making capabilities, the program will empower PERS to better meet its mission of paying the right person the right benefit at the right time. Ultimately, this modernization effort will position PERS to deliver more effective, responsive, and sustainable services to its members and interested parties. It is currently scheduled to run from July 1, 2022, through December 31, 2034.

Overall program status: GREY

> *Color Key*
>
> **GREEN** — *On Track*
> **AMBER** — *Caution*
> **RED** — *Needs Significant Adjustment*
> **GREY** — *Not Yet Started or Not Enough Info*

Overview:

Program Re-Set Nearly Complete
The updated program charter and business case are in final edits with and will be completed before the end of November. The Modernization Program has also been working with the Modernization Executive Steering Committee to finalize a Pension Administration System (PAS) roadmap, which is the critical path for the Modernization Program. Once these artifacts are finalized, we will consider the program re-set complete.

The Request For Information (RFI) for a PAS was active in OregonBuys throughout the month of October. 12 responses were received. The responses will help inform future budget requests and strategic planning to align with an eventual Request For Proposal (RFP) for a commercial-off-the-shelf PAS.

With the decision to pursue a commercial-off-the-shelf PAS solution for modernizing the core PERS business functions, several previously unplanned activities have been added to the Program and result in new budget needs:

- Write an RFP to onboard a consultant to help write the Pension Administration System RFP.

- Write an RFP to engage a strategic partner to initiate data cleaning and data migration planning in preparation for system integration.

Color Key

GREEN	*On Track*
AMBER	*Caution*
RED	*Needs Significant Adjustment*
GREY	*Not Yet Started or Not Enough Info*

Telephony Modernization Project

Start Date	Close Date
1/9/2024	3/12/2026

Overall Health	Scope	Schedule	Resources	Budget	Quality
AMBER	🟩	🟧	🟩	🟩	🟩

Objective: Replace current PERS telephony system with modern telephony solution that includes cloud-based telephony offering and provides capabilities to support future PERS Modernization Program efforts.

Intended Benefits: B1 - Reduction of Manual Processes, B2 - Increased Satisfaction with PERS Services, B8 - Increased Data Utilization

Hybrid Integration Platform Implementation

Start Date	Close Date
TBD	TBD

Overall Health	Scope	Schedule	Resources	Budget	Quality
GREY	⬜	⬜	⬜	⬜	⬜

Objective: Modernization of system integration capabilities by implementing a Hybrid Integration Platform (HIP) that enables secure connectivity between on-premises and cloud-based applications, systems and data sources.

Intended Benefits: B5- Reduced System Complexity, B8- Increased Data Utilization, B10- Increased Technical Skills of PERS Staff

Member Identity and Access Management

Start Date	Close Date
6/1/2022	6/30/2026

Overall Health	Scope	Schedule	Resources	Budget	Quality
GREEN	🟩	🟩	🟩	🟩	🟩

Objective: Procure and implement a solution that provides additional security to OMS.

Intended Benefits: B4 – Prevention of Data and Identity Fraud, B6 - Increased Confidence in PERS Tools and Technologies

jClarety UI/UX Modernization and Compliance Project (JUMP)

Start Date	Close Date
7/1/2025	11/30/2026

Overall Health	Scope	Schedule	Resources	Budget	Quality
GREEN	🟩	🟩	🟩	🟩	🟩

Objective: Ensure PERS' external web portals are in compliance with American Disability Act (ADA) Web Content Accessibility Guidelines (WCAG) 2.1 level AA by the federal compliance deadline of April 24, 2026. Additional security enhancements will be made, and the current framework and codebase will be modernized.

Intended Benefits: B4 – Prevention of Data and Identity Fraud, B6 - Increased Confidence in PERS Tools and Technologies

Pension Administration System (PAS) Modernization

Start Date	Close Date
7/1/2025	12/31/2034

Overall Health	Scope	Schedule	Resources	Budget	Quality
GREY	⬜	⬜	⬜	⬜	⬜

Objective: Obtain a new, commercial off-the-shelf Pension Administration System (PAS) to enable PERS to excel in the delivery of pension administration services for the benefit of members, employers and plan sponsors.

Intended Benefits: B1- Reduced Manual Processes, B2- Increased Satisfaction with PERS Services, B3- Increased Member Engagement Capabilities, B4 – Prevention of Data and Identity Fraud, B5- reduced System Complexity, B6 - Increased Confidence in PERS Tools and Technologies, B8- Increased Data Utilization, B9- Reduction of Costs for Technology & Maintenance Enhancements, B11- Reduction of Risk Ratings by Internal and External Auditors, B12- Reduction of System Downtime

EMERGING AND CONTINUED PROGRAM CONCERNS

Impact of Non-Modernization Projects on Modernization - Continued concern, see issue #11, "Legislative Directives/Agency Focus"

- The approach to address the Hazardous Positions sections of HB 4045 has been tangled in the uncertainty of Pension Administration System solution. This project will make changes to existing pension plans adding complexity to modernizing our current system and uncertainty of schedule to meet a mandated timeline.
- PERS has received approval in the 2025-2027 budget to initiate planning, analysis and design for Hazardous Positions outside of Modernization.
- With the decision to pursue a commercial off the shelf solution for modernizing the PAS, the Hazardous Positions team evaluated options to deliver this new functionality- whether it should be built into jClarety or if it will be addressed through the new PAS.
- The Hazardous Positions business case outlines a plan to build this new functionality into jClarety to ensure that the mandated timeline can be met.
- With this solution decision, the uncertainty has been resolved. The HB 4045 Hazardous Positions Project will be the agency's top priority to ensure that the legislative mandate is met.
- The HB 4045 Hazardous Positions Project will continue to be monitored closely for impacts to the PERS Modernization Program effort. Several key resources will be engaged in both efforts.
- The related Program Issue #11 Legislative Directives/Agency Focus will be closed and the matter will be monitored through the Program Risk #3 Internal Staffing- Limited, Loss Of or Inexperienced Resources

Current State Budget Cuts Leads to Funding Uncertainty- Potential impacts of budget cuts, risk of not receiving funding needed to execute program activities

QA/QC DELIVERABLES

Deliverable	Start	Completed
D4.1.5 Quarterly QA Status Report	6/15/25	9/30/25
D3.3.4 Periodic Quality Status Report	7/1/25	10/23/25
D4.1.6 Quarterly QA Status Report	9/17/25	Target: 11/30/25
D3.3.5 Periodic Quality Status Report	10/27/25	Target:1/15/26
D4.1.7 Quarterly QA Status Report	12/15/25	Target: 2/12/26

Modernization Program

PERS received the initial D4.1.6 August 2025 independent quality management services (iQMS) Quarterly QA Status and Improvement draft report on September 17, 2025. There were five recommendations which PERS is actively addressing:

1. Gartner Risk: Shifting and evolving Modernization strategy is impacting clarity of funding requests
   Agency Status: The Program has been actively addressing this risk. Discussions about new budget needs have been key agenda items at the Modernization Executive Steering Committee for the last several meetings. Through these meetings PERS has described the strategy and sought input and feedback from oversight bodies on how to approach these previously unknown budget needs.

2. Gartner Risk: The Program has focused on planning for the Pension Administration System (PAS) activities which comprises only a portion of the necessary planning that needs to be done for the biennial roadmap.

   Agency Status: The Program has been actively addressing this risk. The Pension Administration System is the critical path, which will impact the Modernization Roadmap. Once more is understood about the pension administration system, the jClarety stabilization needs will be assessed. In the meantime, the ISD team will continue to ensure that jClarety is operating as needed to meet our mission.

3. Gartner Risk: Execution of Program projects and workstreams is limited by availability of skilled Project Managers (PMs) with technical project experience.

   Agency Status: The PM3 positions are currently in the first-round interview stage. We anticipate offers to be made to final candidates by the end of the month.

4. Gartner Risk: The Program will require DAS and DOJ cooperation to meet planned procurement timelines.

   Agency Status: Discussions are in progress with DAS regarding the potential of entering an interagency agreement for some portion of dedicated resources. It is unknown at this time if this is possible, but it is being explored. In the meantime the program approach to planning for procurement is to assume a lengthy process. There are times when procurement takes even longer than the long estimate and purchases may not be completed within the planned biennium.

5. Gartner Risk: The Program is preparing to request additional funds without documenting foundational Program elements.

   Agency Status: The foundational documents have been prepared and submitted to EIS P3. There have been several rounds of feedback before reaching a final document. The documentation and funding requests have been occurring in parallel. As was referenced in several other risks, there is a time sensitive nature to funding requests and limited Program staff to complete all of these elements.

Modernization Program

PERS MODERNIZATION PROGRAM BUDGET 2025 - 2027

	2025-27					
	Project Title	LAB	Actual to Date	Projections	Total	Variance
1	Program Staff	4,100,071	368,815	4,227,653	4,596,468	(496,397)
2	IQMS	1,000,000	845	1,193,710	1,194,555	(194,555)
2	HIP	500,000		122,366	122,366	377,634
2	Telephony	1,500,000	-	11,410	11,410	1,488,590
2	TCO Analysis	25,000			-	25,000
2	Contingency (Mod)	178,000			-	178,000
2	MIAM	530,000		157,000	157,000	373,000
3	Foundational Architecture Documentation	1,930,000	-	631,290	631,290	1,298,710
3	JUMP-Jclarety UI/UX	3,705,000	384,790	2,813,530	3,198,320	506,680
3	MIAM (Forgerock-Dues & Sub)	735,280	271,138	12,082	283,220	452,060
3	Contingency (Legacy)	318,500			-	318,500
	Project Total	**$14,521,851**	**1,025,589**	**$9,169,041**	**$10,194,630**	**$4,327,221**

	2025-27					
	Approved Appropriation	LAB	Actual to Date	Projections	Total	Variance
1	Program Staff	4,100,071	368,815	4,227,653	4,596,468	(496,397)
2	Implementation	3,733,000	845	1,484,486	1,485,331	2,247,669
3	Legacy Stabilization & Technology Readiness	6,688,780	655,929	3,456,902	4,112,830	2,575,950
	Project Total	**14,521,851**	**1,025,589**	**9,169,041**	**10,194,630**	**4,327,221**

Expenses	Actual to Date	Projections	Total
*CSL- Internal Staff	$77,384	$452,642	$530,026

Modernization Program

PERS MODERNIZATION PROGRAM BUDGET

Program Budget					
Project Title	**Project Start Date**	**LAB**	**Forecast Spend**	**Variance Amount**	**Variance %**
1 Program Staff	7/1/2023	16,470,941	12,936,427	(3,534,514)	-21.5%
2 IQMS	7/1/2023	1,900,000	2,005,555	105,555	5.6%
2 HIP	7/1/2023	950,000	122,366	(827,634)	-87.1%
2 Telephony	7/1/2023	2,057,000	568,410	(1,488,590)	-72.4%
2 TCO Analysis	4/11/2025	25,000	-	(25,000)	-100.0%
2 MIAM	7/1/2025	530,000	157,000	(373,000)	-70.4%
3 Foundational Architecture Documentation	7/1/2025	2,630,000	1,261,290	(1,368,710)	-52.0%
3 JUMP-Jclarety UI/UX	7/1/2025	3,705,000	3,198,320	(506,680)	-13.7%
3 MIAM (Forgerock-Dues & Sub)	3/30/2021	1,998,251	1,333,693	(664,558)	-33.3%
Contingency	7/1/2025	496,500		(496,500)	
Total		**30,762,692**	**21,583,062**	**(9,179,630)**	**-29.8%**

Program Budget					
Approved Appropriation	**Project Start Date**	**LAB**	**Forecast Spend**	**Variance Amount**	**Variance %**
1 Program Staff	7/1/2021	10,203,941	9,487,196	(716,745)	-7.0%
1 Data and Analytics	7/1/2023	1,000,000	993,126	(6,874)	-0.7%
1 Development and Operations	7/1/2023	560,000	479,270	(80,730)	-14.4%
1 Architecture	7/1/2023	2,000,000	1,976,835	(23,165)	-1.2%
2 Implementation	7/1/2025	3,240,000	157,000	(3,083,000)	-95.2%
2 Independent Quality Management Srvs	7/1/2023	1,900,000	2,005,555	105,555	5.6%
2 Hybrid Integration Platform	7/1/2023	450,000	122,366	(327,634)	-72.8%
2 Telephony	7/1/2023	2,057,000	568,410	(1,488,590)	-72.4%
3 Legacy Stabilization & Technology Readiness	7/1/2023	8,651,751	5,163,303	(3,488,448)	-40.3%
3 Pension Administration System (PAS)	4/11/2025	700,000	630,000	(70,000)	-10.0%
Total		**30,762,692**	**21,583,062**	**(9,179,630)**	**-29.8%**

Expenses	Prior Bienna Actuals	2025-27 Actuals	2025-27 Forecast Spend	Total
°CSL- Internal Staff	$756,662	$77,384	$375,258	$1,131,920

Modernization Program

PROGRAM RISKS AND MITIGATION

#	Risk Description	Mitigation and/or Contingency Plan	Notes
26	**Culture Change**- Modernizing PERS- including a new Pension Administration System-will introduce new ways of working which may cause disruption and adoption challenges for staff.	Increased messaging from leadership across multiple channels to reinforce why the change is being made and providing two-way channels of communication for staff and key decision makers to allow opportunity to voice concerns Continued monitoring and measurement of change readiness by OCM team	-Held an informational Lunch & Learn for all staff in October. - Communication strategy development in progress for staff to create awareness regarding coming Pension Administration System requirements gathering and importance of participation in future state visioning.
37	**Extended RFP Reviews**- External agency reviews of RFPs may cause delays and extend the program schedule.	We are in constant communication and collaboration with EIS to adhere to oversight requirements and ensure we receive a timely response.	
38	**Lack of Support From Oversight Bodies-** Challenges in navigating budget or stage gating processes can lead to delays in decisions or funding requests. Funding requests may be denied or reduced, potentially affecting the program. If this risk is realized, the issue will cause significant schedule delays and impact the program's ability to achieve its objectives. *(Gartner Identified this risk in Deliverable D4.1.4 - Risk #2)*	Oversight bodies and PERS will need to continue to partner and address challenges together as they arise.	

PROGRAM ISSUES AND CORRECTIVE ACTION PLANS

#	Issue	Resolution Plan/Notes	Est. Resolution Date
11	**#11 Legislative Directives/Agency Focus (HB 4045 (2024) Hazardous Positions:** New legislation has passed which directs the agency to focus on implementation of a higher priority project and consumes agency resources in complex technical or policy analysis to prepare for future project.	This issue was dependent on determining a solution for PAS modernization and understand requirements for implementing the Hazardous Position section of HB 4045. As noted on page 6- "Emerging and Continuing Program Concerns" a solution decision has been made to address the new functionality in the legacy system to ensure the mandated timeline can be met. This issue will be closed on the November status report and related resource concerns will be monitored through Program Risk #3- Internal Staffing- Limited, Loss of or Inexperienced Resources.	10/31/26
12	**#21 Detailed Program Scope is not defined-** Scope Statement in development leading to confusion about what work will be included in Modernization and what will be managed through other efforts.	Now that a solution has been determined on PAS modernization we are able to make progress in this area. Planning is in process to define detailed scope. Update 10/31/25: Final edits to address P3 feedback to Program Business Case and Charter are in progress will be submitted to P3 before the end of November.	12/31/25
15	**#36 HR Hiring Delays-** New positions are not filled when needed. This leads to additional workload on existing staff causing delays to overall program schedule. HR processes are not well documented or understood. Timelines and service level agreements are unclear to allow for planning of onboarding new resources.	Approval to post the Senior Project Manager 3 (PM3) job announcements took nearly three months, due to the excessive administrative processes. The 3 positions were approved in the 25/27 program budget and the program urgently requires skilled support for managing complex technical projects. IQMS has identified this delay as an issue. These delays lead to additional workload on existing staff, which causes delays to the overall program schedule. This issue will remain open until new PM3 resources are hired.	11/30/25

Modernization Program

TELEPHONY MODERNIZATION PROJECT

Project Objective

Replace current PERS telephony system with modern telephony solution that includes cloud-based telephony offering and provides capabilities to support future PERS Modernization Program efforts.

Project Status: AMBER

Current Activities

Overall Status:

The project health remains in **Amber** status this month due to a revised delivery timeline. The project closure date has been extended to March 12, 2026, and the schedule will be formally updated upon approval of the Schedule Change Request by the Modernization Executive Steering Committee. This document will be prepared following final submission of the Phase 2 Requirements Traceability Matrix (RTM) to Kyndryl on 11/7/25.

AWS Phase 2 Scope Finalized:

The scope for AWS Phase 2 has been confirmed and includes the following components:

IVR Enhancements
1. Natural Language Processing (NLP) for Language Selection.
2. One-Way Text Messaging. Members can receive automated texts. Agents can push targeted messages and members can opt in and out of messaging.

Call Routing & Management
1. Oregon Savings Growth Plan (OSGP) Call Forwarding to Voya
2. Allow automated messaging during Pre-Scheduled Employer and Member Call Center Closures
3. Expanded Callback Functionality
4. Comfort Message inclusion while on hold / in between callback offers

Operational Improvements
1. Add screen recording functionality for training purposes
2. Customer Surveys post Agent interaction offering Yes/No or Range Value Questions (e.g. 1 thru 5).

Joint Application Design (JAD)

JAD Sessions between PERS and Kyndryl have been completed. The final implementation design has been reviewed and is pending sign-off. The Requirements Traceability Matrix (RTM) will be updated and finalized following updates from the JAD completion.

Service Change Order

Reflecting the agreed scope was submitted by Kyndryl and has been approved by EIS and CSS, with final sign-off from both PERS and Kyndryl leadership.

Cisco Telephony System Decommissioning

The legacy Cisco telephony system was successfully decommissioned as of October 24, 2025. Hardware removal will proceed once other projects complete the migration of Tigard to the

State Data Center Network.

PERS continues to meet with EIS P3 for project status briefings and Stage Gate 4 requirements.

Recommended Implementation

Completed May 5, 2025	Completed July 14, 2025	Planned January 06, 2026	TBD
OpenScape Voice: Replace current EOL/EOS telephony system with modern Vendor managed telephony solution.	AWS Phase 1: Deliver reduced scope (Minimal Viable Product). The call center will receive benefits that will reduce their manual work (e.g., call transcripts and chat enablement, etc.)	AWS Phase 2: Deliver functionality enhancements for AWS queue management and IVR for Call Center and Help Desk queues.	Requirements will be determined during the JAD sessions for Phase 3 and 4. AWS Phase 3: Key functionality to be considered is to implement a chatbot to assist members in a timely manner. AWS Phase 4: Implement functionality for secure bi-directional data transmission. This phase is dependent upon the implementation of the Hybrid Integration Platform - HIP (target TBD).

Program Benefits

This project will contribute to the following planned Modernization Program benefits

- B1 - Reduction of Manual Processes
    - New automated reports will replace manually prepared information
- B2 - Increased Satisfaction with PERS Services
    - Enhanced service menu and call routing capabilities will improve call wait times
- B8 - Increased Data Utilization
    - Automated reports will provide data not currently available to allow improved management of call center needs

Milestone	% complete	Forecast	Actual
Business Case Approved	100	10/29/24	10/29/24
Project Charter Approved	100	11/19/24	11/19/24
P3 Stage Gate 1 Endorsement Received	100	3/12/24	3/12/24
Solution Analysis Complete	100	6/30/24	6/30/24
P3 Stage Gate 2/3 Endorsement Received	100	1/30/25	1/30/25
Change Request Approved	100	2/4/25	2/4/25
OSV - Implementation Complete	100	5/5/25	5/5/25
Phase 1 – AWS Implementation Complete	100	6/30/25	7/14/25
Phase 2 – AWS Implementation Complete	15%	01/06/2026	TBD
Phase 3 – AWS Implementation Complete	0	TBD	TBD
Phase 4 – AWS Implementation Complete	0	TBD	TBD
Project closure	0	3/12/26	TBD

The Telephony Modernization Project schedule was rebaselined 6/10/2025

Modernization Program

#	Risk Description	Mitigation and/or Contingency Plan	Notes
6	Change in telephony technology provider(s) may result in lack of user acceptance/adoption.	Plan for proper and thorough testing of newly added features prior to deployment; training of new system users must also be provided prior to deployment.	This risk is being kept open as other features are being added to the system in AWS Phase 2.

Modernization Program

#	Issue	Resolution/Notes	Est. Resolution Date
10	R25 Schedule Delays Due to Extended Elaboration- Time to review and approve requirements exceeds the planned timeline to initiate development	10/30 - New project timeline agreed upon and project schedule updated. Schedule Change Request will be submitted to MESC. When the schedule is rebaselined to accommodate the new plan this issue will be resolved.	12/04/25

Modernization Program

Project Objective

Modernize PERS system integration capabilities by implementing a Hybrid Integration Platform (HIP) solution which enables connectivity between on-premises and cloud-based applications, systems and data sources.

Project Status: GREY

Current Activities

- Updated business case and project charter in development.

Program Benefits

This project will contribute to the following planned Modernization Program benefits:
- B5 - Reduced System Complexity
  - HIP will provide a new integration capability for on-premises and cloud-based applications and data which is missing in our current architecture. This new capability will allow for connection between systems which are currently disparate.
- B8 - Increased Data Utilization
  - HIP will support enablement of the right tools and policies and reduce needs for offline tools.
- B10 - Increased Technical Skills of Staff
  - IT staff will be trained to work with and support cloud-based technologies through the HIP Implementation Project.

Milestone	% complete	Forecast	Actual
HIP Initiation	0	12/1/2025	

HIP PROJECT> RISKS AND MITIGATION

#	Risk Description	Mitigation and/or Contingency Plan	Notes
	TBD		

#	Issue	Resolution/Notes	Est. Resolution Date
	TBD		

Modernization Program

Project Objective

Procure and implement a solution that provides additional security to OMS.

Project Status: GREEN

Current Activities

The team is currently developing evaluating vendors through the RFQ (request for quote) process for the identity verification solution.

Program Benefits

This project will contribute to the following planned Modernization Program benefits:

- B4 – Prevention of Data and Identity Fraud
    - Improved security in the Online Member Services portal helps better protect member data.
- B6 - Increased Confidence in PERS Tools and Technologies:
    - Members expect a financial institution such as PERS to provide secure access to their member account information.

Milestone	% complete	Forecast	Actual
Business Case Approved	100	6/1/22	6/1/22
Project Charter Approved	100	6/15/22	6/15/22
IdP Procurement Complete	100	06/17/23	06/17/23
Stage Gate 3 Endorsement Received	100	7/18/23	7/18/23
RFQ Released	100	7/22/25	7/22/25
IdV Procurement Complete	50	1/17/26	TBD
UAT Complete	0	5/26/26	TBD
Execution Complete	0	6/12/26	TBD
Project Closure	0	6/30/26	TBD

#	Risk Description	Mitigation and/or Contingency Plan	Notes
35	External agency review of documentation may cause delays and extend project schedule.	We are in constant communication and collaboration with P3 and DAS Procurement to adhere to oversight requirements.	
40	Limited Resources	Constantly monitoring resource allocation and soft book resources ahead of time to make sure the needed resources are available to us when needed. Working to amend a current contract to hire contractors.	

#	Issue	Resolution/Notes	Est. Resolution Date
	No current issues.		

jCLARETY UI/UX MODERNIZATION AND COMPLIANCE PROJECT (JUMP)

Project Objective

Ensure PERS' external web portals are in compliance with American Disability Act (ADA) Web Content Accessibility Guidelines (WCAG) 2.1 level AA by the federal compliance deadline of April 24, 2026. Additional security enhancements will be made, and the current framework and codebase will be modernized.

Project Status: GREEN

Current Activities

- All required artifacts for Stage Gate 2 & 3 endorsement have been submitted and approved by EIS.

- Stage-Gate 2 & 3 endorsement received on 10/10/25.

- Project execution phase has begun.

- Drafts of the jClarety and OSA release schedules for Work Package #1 have been completed and incorporated into the project schedule.

- The project schedule is being reviewed by the team for tasks, resources, and work estimates, which will be updated based on feedback.

- PHIP TPA, OMS, and EDX screen development and unit testing (elaboration and construction milestone) complete. We have started Business Functional Testing (BFT) for all three portals.

- Work Package Documentation (WPD) #1 Draft (External Portals Struts + ADA) is in progress. Due 12/5/2025 (D1.2.1 WPD).

Program Benefits

This project will contribute to the following planned Modernization Program benefits:

- B4 – Prevention of Data and Identity Fraud

  o Improved security in the Online Member Services portal helps better protect member data

- B6 - Increased Confidence in PERS Tools and Technologies

  o Members expect a financial institution such as PERS to provide secure access to their member account information.

Milestone	% complete	Forecast	Actual
Business Case Approved	100	8/8/25	8/6/25
Project Charter Approved	100	8/8/25	8/6/25
Stage-Gate 1 Endorsement	100	8/8/25	8/6/25
D1.1.1 System Design Specification (SDS) submitted	100	8/29/25	8/29/25
Stage-Gate 2 & 3 Endorsement	100	10/14/25	10/10/25
WP1 Detailed Elaboration/Construction	100	10/31/25	10/31/25
WP1 Business Functional Testing Completed	25	11/26/25	TBD
D1.2.1 Work Package Development (WPD)#1 draft documentation submitted	50	12/5/25	TBD
WP1 User Acceptance Testing Completed	0	3/24/26	TBD
D1.2.2 WPD #1 (Final) submitted	0	4/3/26	TBD
WP1 Production Deployment	0	4/9/26	TBD
WP2 Construction Complete	0	2/3/26	TBD
WP2 Business Functional Testing Complete	0	4/1/26	TBD
WP2 User Acceptance Testing Complete	0	6/10/26	TBD
D1.3.1 WPD #2 (Final) submitted	0	7/3/26	TBD
WP2 Production Deployment	0	7/9/26	TBD
WP3 Construction Complete	0	5/26/26	TBD
D1.5.1 WPD #3 (Draft) submitted	0	5/29/26	TBD
WP3 Business Functional Testing Complete	0	7/7/26	TBD
WP3 User Acceptance Testing Complete	0	9/30/26	TBD
D1.5.2 WPD #3 (Final) submitted	0	9/18/26	TBD
WP3 Production Deployment	0	10/15/26	TBD
D1.6.1 Stabilization & Knowledge Transfer Completed	0	10/30/26	TBD
Project closure	0	11/30/26	TBD

#	Risk Description	Mitigation and/or Contingency Plan	Notes
1	**Mandated ADA Compliance Timeline:** If the ADA compliance scope of work is not completed by April 24, 2026, then PERS external UI portals will be out of compliance.	If the project team concludes that we will be unable to meet the 4/24/2026 deadline for ADA compliance, then we will attempt to crash the schedule with additional resources.	
2	**Skilled Contracted Resources:** If current staff/contractors skilled in jClarety become unavailable, then the work may take longer than we have planned, and we may not meet the ADA compliance deadline of 4/24/26.	If we discover that one or more of the specified contracted jClarety experts are unavailable to work when we need them, then we will reallocate internal skilled resources from other efforts or attempt to hire additional skilled contracted resources.	

Modernization Program

#	Issue	Resolution/Notes	Est. Resolution Date
	TBD		

Project Objective

Obtain a new, commercial off-the-shelf Pension Administration System (PAS) to enable PERS to excel in the delivery of pension administration services for the benefit of members, employers and plan sponsors.

Project Status: GREY

Current Activities

- A Request for Information (RFI) was completed October 31. Twelve responses were received and are under review.
- A drafted PAS roadmap and timeline have been completed and shared with the MESC in September of 2025. Budget requests are now being formed to see if we can meet the timeline objectives. Due to the current State of Oregon's budget cut, there is a risk of not getting funding during the 2026 Interim Joint Committee on Ways and Means; thus, the PAS roadmap is iterative.
- Project Business Case and Charter are in development for submission to EIS P3 to obtain Stage Gate 1 approval.

Program Benefits

This project will contribute to the following planned Modernization Program benefits:

B1- Reduced Manual Processes	B6- Increased Confidence in PERS Tools and Technologies
B2- Increased Satisfaction with PERS Services	B8- Increased Data Utilization
B3- Increased Member Engagement Capabilities	B9- Reduction of Costs for Technology & Maintenance Enhancements,
B4 – Prevention of Data and Identity Fraud	B11- Reduction of Risk Ratings by Internal and External Auditors,
B5- Reduced System Complexity	B12- Reduction of System Downtime

Milestone	% complete	Forecast	Actual
TBD			

Modernization Program

#	Risk Description	Mitigation and/or Contingency Plan	Notes
	TBD		

PAS> ISSUES AND CORRECTIVE ACTION PLANS

#	Issue	Resolution/Notes	Est. Resolution Date
	TBD		

CLOSED PROJECT: DATA CLEANING PROCESS IMPLEMENTATION

Project Start	5/21/24
Project End	8/27/25
Project Status	Completed
Project Objective	Evaluate jClarety data issues, conduct clean-up activities and deliver strategy and process for regular data maintenance.
Planned Program Benefits	B1 - *Reduction of Manual Processes* Introduction of routine data cleaning processes reduces the need for staff to address data issues in an ad hoc manner B8 - *Increased Data Utilization* Addressing data management gaps is the first step to becoming a data driven organization
Benefit Owner(s)	PERS Data Governance Committee

ROADMAP

The current program roadmap focuses on program-level activities and projects. The roadmap below depicts the entire expanse of the PERS Modernization Program.

PERS Modernization Program Roadmap

Today

| 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 |

PERS Modernization Program

Foundational Architecture Documentation

Business Process Mapping

OCM/Training

Modernization Projects

Telephony Modernization

HIP

Planning/RFP — PAS Modernization

Fit Gap — Gap Projects/ Business Process Re-engineering

Technology Readiness & Legacy Stabilization Projects

JUMP (UI/UX)
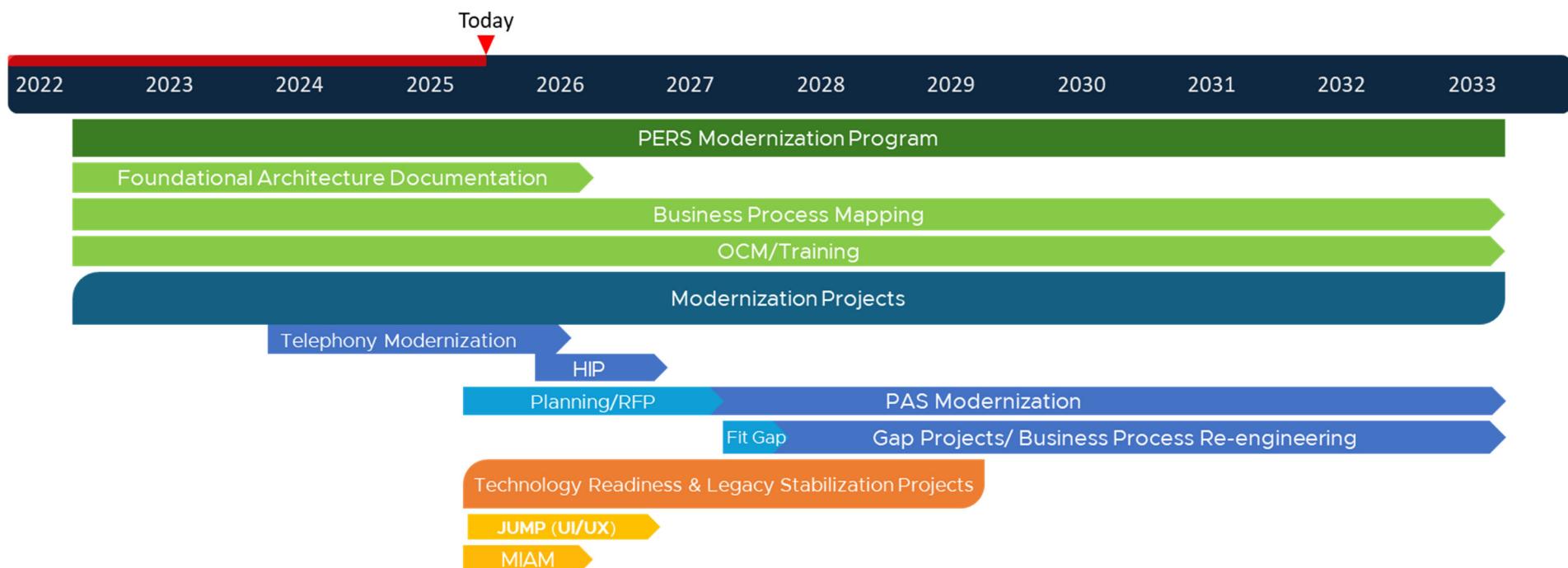
MIAM

* MIAM is an active PERS project added to the Modernization Program as of July 1, 2025. MIAM timeline will be updated after vendor selection through the RFQ process

Oregon PERS Modernization iQMS

4.1.6 Quarterly QA Status and Improvement Report

June 1, 2025 – August 31, 2025

Prepared for: State of Oregon Public Employees
Retirement System

Engagement #: 330083146

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Executive Summary
- Key Strengths
- Observations and Recommendations
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Background

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Gartner's Program Risk Assessment Overview

- The purpose of this Risk Assessment Report deliverable is to identify the current status of the PERS Modernization Program and the associated projects, to identify risks and their likelihood of occurring, and to provide an independent evaluation of the planned schedule, fiscal and personnel resources, and processes.

- This Executive Summary provides an overview of the key findings and recommendations. It is a companion to the Risk Assessment Report Detailed Findings.

- In order to support a comprehensive and disciplined assessment, Gartner utilizes a standard risk assessment framework that has been modified to meet Quality Standard Categories from the Oregon Standards for Quality Assurance (see Appendix) with defined and measurable risk ratings.

- Gartner's risk ratings conform to the color-coded risk rating criteria established in the table to the right.

Risk Levels	Risk Rating Definition
Low	**Green** – Risk area is being managed according to applicable best practices and there is no material impact from this risk area on program and / or project success at this time.
Medium	**Yellow** – Risk area is being managed according to some of the applicable best practices, but others are missing, or the inherent risk can only be mitigated to a limited extent. There is a potential material impact from this risk area on program and / or project success that needs to be addressed proactively at this time.
High	**Red** – Risk area is in need of applicable best practices to avoid downstream ramifications, or there is significant inherent risk that cannot be reasonably mitigated. There is a definite material impact from this risk area on program and / or project success if this area is not addressed now.
TBD	**Gray** – Gartner cannot assign a risk rating at this time due to current low activity.

- Risk ratings reflect Gartner's findings that includes risks, issues and statements of facts that may be positive or neutral as well as the anticipated lead times for risk mitigation.

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Executive Summary

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Assessment Summary
Overview (Page 1 of 2)

- The Program completed an Alternatives Analysis for the core Pension Administration System (PAS) that significantly changed the Program's approach to Modernization. Prior to this analysis, the Program planned to modernize the current jClarety PAS. Following the Alternatives Analysis, PERS and the Program have decided to seek a Commercial-Off-The-Shelf (COTS) solution as the core PAS.

- The process and outcomes of the Alternative Analysis addressed questions previously asked by stakeholder groups (including EIS and LFO). Stakeholder perception has improved with the greater understanding associated with the adjusted plan.

- Following the completion of the Alternative Analysis, the Program is now in the process of developing a Roadmap/Schedule to articulate the next steps within the Program. This Roadmap/Schedule will form an important element in Stakeholder Perception as the Legislature considers the Program's budget request in the 2026 legislative session.

- Clearly defining the Modernization Program's scope — across People, Process, and Technology — will allow the Program to communicate internally and externally the scope, objectives and priorities of the Program.

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Assessment Summary
Overview (Page 2 of 2)

- With the beginning of the 2025 – 2027 biennium in July 2025, the Program now includes the following underlying projects:

  - Telephony Modernization Project (Phases 2 & 3)

    - Replace current PERS telephony system with modern telephony solution that includes cloud-based telephony offering and provides capabilities to support future PERS Modernization Program efforts.

  - Hybrid Integration Platform (HIP)

    - Modernization of system integration capabilities by implementing a Hybrid Integration Platform (HIP) that enables secure connectivity between on-premises and cloud-based applications, systems and data sources.

  - Member Identity and Access Management (MIAM)

    - Procure and implement a solution that provides additional security to OMS.

  - jClarety UI/UX Modernization and Compliance Project (JUMP

    - Ensure PERS' external web portals are in compliance with American Disability Act (ADA) Web Content Accessibility Guidelines (WCAG) 2.1 level "A-A" by the federal compliance deadline of April 24, 2026. Additional security enhancements will be made, and the current framework and codebase will be modernized.

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Assessment Summary
Key Strengths

1

Completion of Alternative Analysis
PERS and the Program completed a comprehensive Alternatives Analysis in June 2025 to determine the best approach for modernizing their legacy Pension Administration System (PAS). Taking into account peer state experiences with PAS modernizations, which provided insights into different approaches, timelines, budgets, and challenges, the decision was made to pursue a COTS solution. This decision is a critical step in defining the path forward for the PERS Modernization Program.

2

Completion of Telephony – Phase 1
Phase 1 of the Telephony project was deployed successfully thereby removing PERS' dependency on their unsupported legacy Telephony solution. This modern Telephony solution provides the basis necessary to add additional functionality that will help the Program achieve its modernization goals.

3

Successful Business Process Mapping Efforts
The Business Process Management (BPM) team has established and populated a central repository to document current state processes. These maps can be leveraged by the Program for Modernization project elaboration needs and save time and effort by providing a consistent understanding of as-is processes.

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1

	Shifting and Evolving Modernization Strategy is impacting clarity of funding requests
Observation	The Program used the roadmap provided by Accenture in January 2022 for the 2023 -2025 biennium. By the time the Program reached the period to request 2025 – 2027 funding, this roadmap no longer aligned with Program needs and plans. This contributed to the Program's 2025 – 2027 funding request not having the detail necessary to support a full biennium of funding support. The Program agreed to use 2025 to articulate the Program roadmap and plans as a tool to request Program funding during the 2026 legislative session. Without a clear roadmap with milestones and aligned with funding requests, the Program is at risk of not receiving funding approval for activities beyond June 2026.
Recommendation	**The Modernization Program should inventory key, strategic decisions and document an activities-based, time-bound roadmap for the next biennium which clearly quantifies the costs associated with each activity. The roadmap should be socialized, finalized and communicated broadly to gain support for future funding**
	The Primary focus of Program leadership should be the development of the milestones, initiatives and activities the Program plans to address over the next two years with the associated funding requirements. This information needs to be collected and shared with oversight actors (EIS, LFO and IQMS) in October/November of 2025 to allow time for questions, clarifications and revisions. This will prepare PERS, EIS and LFO with the information necessary to request Program funding during the 2026 legislative session.

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2

Observation	The Program is focused on planning for the Pension Administration System (PAS) activities which comprises only a portion of the necessary planning that needs to be done for the biennial roadmap
	In completing the Alternatives Analysis, the Program determined there will be a necessary effort to stabilize the existing jClarety system and the associated 75+ ancillary offline applications while PERS prepares for the modernized system based on the COTS Pensions Administration System (PAS). For understandable reasons, the Program has recently been focused on PAS related activities, but failure to plan and communicate Stabilization activities will increase the challenges associated with communication a comprehensive plan internally with PERS and externally with EIS, DAS, LFO and IQMS. This will increase the challenges in planning for and receiving Program funding and monitoring Program execution.
Recommendation	PERS and the Program will need to articulate the plan and responsibilities for Stabilization activities and all other supporting activities
	The Program's planning activities need to be integrated to include both core PAS and stabilization activities. These plans should then be consolidated into the biennial plan.

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3

Observation	Execution of Program projects and workstreams is limited by availability of skilled Project Managers (PMs) with technical project experience
	Progress within the Telephony and HIP projects (2023 – 2025 biennium) were impacted as the involved Project Managers were not familiar with EIS processes, State procurement process and Software Development Cycle (SDLC) activities. The Program addressed these challenges by involving the Program Director and Product Owners to assist with PM activities further limiting their availability for other more critical tasks. Without addressing the availability of PMs with technical project experience, the Program has an increased risk that Program projects and workstreams will require increased participation from the Program Director or Product Owners, limiting their ability to contribute within their core responsibilities.
Recommendation	Prioritize efforts to hire and onboard the approved PM 3 positions
	The Program has approval within current Program funding to hire additional PM resources. The hiring of these resources should be prioritized and focus on adding resources with information technology project experience.

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4

Observation	The Program will require DAS and DOJ cooperation to meet planned procurement timelines
	The Program is in the process of planning at least three significant procurement processes over the next two years in relation to selecting the core Pension Administration Systems (PAS). These procurements will be interrelated and dependent on each other and will also be time sensitive. PERS and the Modernization Program will need to rely upon collaboration with the department of Administrative Services (DAS) and the Department of Justice (DOJ) to develop, release and complete these procurement efforts Timelines in biennial roadmap need to be recognized, approved and committed to by these key partners in order for PERS to be able to meet communicated timelines.
Recommendation	Before finalizing the biennial roadmap, work with DOJ and DAS to agree on the support model and timeframes. Adjust activities in the biennial roadmap based on realistic availability of support staff and document all mutually understood assumptions
	PERS should work with DAS and DOJ to address the risk to the Program by collaborating on solutions for timely, consistent and experienced procurement support. For example: • Timely – assigned resources have the availability to address Program procurement activities in a timely manner. To achieve this goal, DAS and DOJ need to be able to provide input on their timeframes, constraints and expectations. • Consistent – assigned resources are consistent within and across Program procurements. This will reduce the need to provide context and will increase the probability of a coherent strategy across multiple procurements • Experienced – assigned resources have successfully conducted mission critical information technology procurements previously and can thereby offer their insights and support. PERS will likely need to be creative in working with DAS and DOJ to secure this support. For example, PERS may provide part-time funding for resource support. Addressing this constraint will reduce the risk of extended procurement timelines.

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Risk Assessment Scorecard

Overall rating

Low	Medium	High

Prior rating

Category		Quality Standard	Previous	Current
1. Business Mission & Goals	1.1	Program Fit to Stakeholder Organizations	🟥	🟨
	1.2	Program Fit to Provider Organization (PERS)	🟥	🟨
	1.3	Stakeholder Perception (Public)	🟨	🟨
	1.4	Goals Conflict	🟨	🟨
2. Decision Drivers	2.1	Political Influences	🟨	🟨
	2.2	Convenient Date	🟥	🟨
	2.3	Attractive Technology	🟥	🟨
3. Project Management (continued next page)	3.1	Definition of the Program and Projects	🟨	🟥
	3.2	Program and Project Objectives	🟨	🟥
	3.3	Leadership	🟩	🟩
	3.4	Program Strategy and Approach	🟨	🟥
	3.5	Project Management Approach (Program and Project)	🟨	🟨
	3.6	Program Director Authority	🟩	🟩
	3.7	Support of the Program Director	🟩	🟩
	3.8	Program Director Experience	🟩	🟩
	3.9	Program Manager Authority	🟩	🟩
	3.10	Support of the Program Manager	🟩	🟩
	3.11	Program Manager Experience	🟩	🟩

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TBD – Standard not assessed

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Risk Assessment Scorecard

Category		Quality Standard	Previous	Current
3. Project Management (continued from previous page)	3.12	Governance	🟨	🟨
	3.13	Program Communication (Internal)	🟩	🟩
	3.14	Risks and Issues Management / Program QA	🟩	🟩
	3.15	Vendor Management	🟩	🟩
	3.16	Sourcing	🟨	🟥
	3.17	Organizational Change Management (OCM)	🟩	🟩
	3.18	Documentation / Configuration Management	🟩	🟩
4. Project Parameters	4.1	Program Budget & Resource Size	🟥	🟥
	4.2	Program Cost Controls	🟨	🟨
	4.3	Program Delivery Commitment	🟥	🟨
	4.4	Program Schedule	🟨	🟨
	4.5	Program Development Schedule	⬜	⬜
	4.6	Project Budget & Resource Size	🟨	🟨
	4.7	Project Cost Controls	🟩	🟩
	4.8	Project Delivery Commitment	🟩	🟩
	4.9	Project Schedule	🟨	🟨
	4.10	Project Development or Configuration	🟨	🟨
5. Project Team (continued next page)	5.1	Team Member Availability (PERS, Vendors, Other)	🟨	🟥
	5.2	Mix of Team Skills (PERS, Vendors, Other)	🟨	🟨
	5.3	Training of Team	⬜	🟩

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⬜ **TBD – Standard not assessed**

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Risk Assessment Scorecard

Category		Quality Standard	Previous	Current
5. Project Team (continued from previous page)	5.4	Team Productivity	🟩	🟨
	5.5	Team Morale	🟩	🟩
6. Organization Management	6.1	Organizational Stability	🟩	🟩
	6.2	Program Organizational Roles and Responsibilities	🟨	🟨
	6.3	Executive Involvement	🟩	🟩
	6.4	Management Involvement and Support	🟩	🟩
	6.5	Policies and Standards (Business and Technical)	⬜	🟩
7. Stakeholder / User	7.1	User Communication (External)	⬜	⬜
	7.2	User Communication (Internal)	🟩	🟩
	7.3	User Involvement (External and Internal)	🟩	🟩
	7.4	User Acceptance (Projects)	🟩	🟩
	7.5	User Training Needs	🟩	🟩
	7.6	User Justification	🟨	🟨
8. Specification & Design	8.1	Architecture Standards are Complete and Clear	🟨	🟨
	8.2	Architecture Governance	🟨	🟨
	8.3	Adherence to Architecture Standards	⬜	⬜
	8.4	Requirements Complete and Clear (Project Requirements Management)	🟨	🟨
	8.5	Testability (Project)	🟨	🟨
	8.6	Implementation Difficulty (Project)	🟨	🟨
	8.7	Solution Dependencies	🟩	🟩
	8.8	Security Requirements (Project)	⬜	🟩

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⬜ TBD – Standard not assessed

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Risk Assessment Scorecard

Category		Quality Standard	Previous	Current
9. Development Process	9.1	Alternatives Analysis	🟨 Yellow	🟩 Green
	9.2	Commitment Process	🟨 Yellow	🟨 Yellow
	9.3	Quality Assurance Approach	🟩 Green	🟩 Green
	9.4	Development or Configuration Documentation	🟩 Green	🟩 Green
	9.5	Solution Issues (Defects / Faults / Failures) Tracking	🟩 Green	🟨 Yellow
	9.6	Implementation / Development Methodology	🟩 Green	🟩 Green
	9.7	Lessons Learned	🟩 Green	🟩 Green
10. Development Environment	10.1	Physical Facilities	🟩 Green	🟩 Green
	10.2	Hardware Platform	⬜ Gray	⬜ Gray
	10.3	Tools Availability	🟩 Green	🟩 Green
	10.4	Disaster Recovery (Projects)	⬜ Gray	🟩 Green
11. Project Technology	11.1	Technology Consistent with Program and Project Objectives	🟩 Green	🟩 Green
	11.2	Availability of Technology Expertise	🟩 Green	🟩 Green
12. Project Deployment (continued next page)	12.1	Solution Capacity / Scalability	⬜ Gray	⬜ Gray
	12.2	Stakeholder Service Impact (External)	🟩 Green	🟩 Green
	12.3	Stakeholder Service Impact (Internal)	🟩 Green	🟩 Green
	12.4	Deployment Approach	🟩 Green	🟩 Green
	12.5	External Interfaces	🟩 Green	🟩 Green
	12.6	Data Migration	🟩 Green	🟩 Green
	12.7	Reporting and Analytics	⬜ Gray	⬜ Gray

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⬜ **TBD – Standard not assessed**

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Risk Assessment Scorecard

Category		Quality Standard	Previous	Current
12. Project Deployment **(continued from previous page)**	12.8	Data Controls	🟩	🟩
	12.9	Data Model	🟩	🟩
	12.10	Cut-over Plan	🟩	🟩
	12.11	Business Continuity Plan / Disaster Recovery Plan	🟩	🟩
13. Maintenance	13.1	Design Complexity	⬜	🟩
	13.2	Support Personnel	🟩	🟩
	13.3	Vendor Support	🟩	🟩
	13.4	Transition to Operations and Maintenance (Project)	⬜	🟩

TBD – Standard not assessed

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Appendix

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Quality Standard Framework

Category		Quality Standard
1. Business Mission & Goals	1.1	Program Fit to Stakeholder Organizations
	1.2	Program Fit to Provider Organization (PERS)
	1.3	Stakeholder Perception (Public)
	1.4	Goals Conflict
2. Decision Drivers	2.1	Political Influences
	2.2	Convenient Date
	2.3	Attractive Technology
3. Project Management	3.1	Definition of the Program and Projects
	3.2	Program and Project Objectives
	3.3	Leadership
	3.4	Program Strategy and Approach
	3.5	Project Management Approach (Program and Project)
	3.6	Program Director Authority
	3.7	Support of the Program Director
	3.8	Program Director Experience
	3.9	Program Manager Authority
	3.10	Support of the Program Manager
	3.11	Program Manager Experience

Category		Quality Standard
3. Project Management (continued)	3.12	Governance
	3.13	Program Communication (Internal)
	3.14	Risks and Issues Management / Program QA
	3.15	Vendor Management
	3.16	Sourcing
	3.17	Organizational Change Management (OCM)
	3.18	Documentation / Configuration Management
4. Project Parameters	4.1	Program Budget & Resource Size
	4.2	Program Cost Controls
	4.3	Program Delivery Commitment
	4.4	Program Schedule
	4.5	Program Development Schedule
	4.6	Project Budget & Resource Size
	4.7	Project Cost Controls
	4.8	Project Delivery Commitment
	4.9	Project Schedule
	4.10	Project Development or Configuration

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Quality Standard Framework

Category		Quality Standard
5. Project Team	5.1	Team Member Availability (PERS, Vendors, Other)
	5.2	Mix of Team Skills (PERS, Vendors, Other)
	5.3	Training of Team
	5.4	Team Productivity
	5.5	Team Morale
6. Organization Management	6.1	Organizational Stability
	6.2	Program Organizational Roles and Responsibilities
	6.3	Executive Involvement
	6.4	Management Involvement and Support
	6.5	Policies and Standards (Business and Technical)
7. Stakeholder / User	7.1	User Communication (External)
	7.2	User Communication (Internal)
	7.3	User Involvement (External and Internal)
	7.4	User Acceptance (Projects)
	7.5	User Training Needs
	7.6	User Justification

Category		Quality Standard
8. Specification & Design	8.1	Architecture Standards are Complete and Clear
	8.2	Architecture Governance
	8.3	Adherence to Architecture Standards
	8.4	Requirements Complete and Clear (Project Requirements Management)
	8.5	Testability (Project)
	8.6	Implementation Difficulty (Project)
	8.7	Solution Dependencies
	8.8	Security Requirements (Project)
9. Development Process	9.1	Alternatives Analysis
	9.2	Commitment Process
	9.3	Quality Assurance Approach
	9.4	Development or Configuration Documentation
	9.5	Solution Issues (Defects / Faults / Failures) Tracking
	9.6	Implementation / Development Methodology
	9.7	Lessons Learned

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Quality Standard Framework

Category		Quality Standard
10. Development Environment	10.1	Physical Facilities
	10.2	Hardware Platform
	10.3	Tools Availability
	10.4	Disaster Recovery (Projects)
11. Project Technology	11.1	Technology Consistent with Program and Project Objectives
	11.2	Availability of Technology Expertise
12. Project Deployment	12.1	Solution Capacity / Scalability
	12.2	Stakeholder Service Impact (External)
	12.3	Stakeholder Service Impact (Internal)
	12.4	Deployment Approach
	12.5	External Interfaces
	12.6	Data Migration
	12.7	Reporting and Analytics
	12.8	Data Controls
	12.9	Data Model
	12.10	Cut-over Plan
	12.1	Business Continuity Plan / Disaster Recovery Plan

Category		Quality Standard
13. Maintenance	13.1	Design Complexity
	13.2	Support Personnel
	13.3	Vendor Support
	13.4	Transition to Operations and Maintenance (Project)

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