

# FY 2024 Annual Performance Plan

Pension Benefit Guaranty Corporation

#### **PBGC FY 2024 Annual Performance Plan**

PBGC's current FY 2022-2026 Strategic Plan provides the framework for this annual performance plan. PBGC conducts regular data-driven performance reviews and strategic reviews. Agency leaders review performance data and status reports on a quarterly basis. The continuous evaluation of performance data and customer feedback helps agency leadership to identify what is working well and what may need to be adjusted. These performance reviews allow agency leaders to realign or adjust human capital and other resources to influence progress on agency goals and priorities.

PBGC's business operations, information technology programs, investment portfolios, budgets, and finances are managed and supported by a multidisciplinary team of professionals and administrative staff. The current workforce consists of just under 1,000 federal employees, who are supported by contractors. Every federal employee has a performance plan with objectives and performance outcomes discussed with their supervisor of record every 120 days. These highly skilled professionals, who are committed to the work of PBGC's mission include:

- Accountants
- Actuaries
- Attorneys
- Auditors
- Benefit Specialists
- Analysts
- Information Technology and Cybersecurity Experts

Each PBGC employee has an important role in fulfilling the Corporation's mission of protecting America's pensions. Further, the Corporation's FY 2022-2026 Strategic Plan aligns with the Biden Administration and PBGC priorities. We publish an annual performance report of the agency's accomplishments. The framework is consistent with requirements outlined in Government Performance and Results Modernization Act of 2010.

To view the full PBGC FY 2022-2026 Strategic Plan, please visit:

https://www.pbgc.gov/sites/default/files/documents/pbgc-fy-2022-2026-strategic-plan.pdf

For the PBGC FY 2022 Annual Performance Report (APR), please visit:

PBGC Annual Report 2022

Strategic Objectives	Performance Strategies
Encourage the continuation and maintenance of pension plans	<ul> <li>Engage with employers, workers, and pension practitioners to encourage pension plan continuation and strengthen retirement security</li> <li>Provide timely, concrete, and practical guidance to plans on the implementation of mergers, partitions, and alternate withdrawal liability proposals to reduce employer risk, while preserving plans and benefits</li> <li>Maintain a regulatory environment that serves the interests of stakeholders and minimizes the burdens of sponsoring a plan</li> <li>Continue to educate and inform the multiemployer community (participants, plan sponsors, and other stakeholders) on the effects of the American Rescue Plan of 2021 (ARP)</li> </ul>
2. Protect workers and retirees when plans are at risk	<ul> <li>Preserve plans during bankruptcy and other corporate transactions</li> <li>Protect the retirement security of workers and retirees and the interest of premium payers in federal courts</li> <li>Provide technical assistance, analysis, and options to policymakers and Congress to improve the financial stability of the Multiemployer Program</li> <li>Continue to provide financial assistance to insolvent multiemployer plans</li> </ul>
3. ARP Implementation, regulations, guidance to multiemployer plans, and technical assistance to Congress	<ul> <li>Research and forecast insurance program activities</li> <li>Provide guidance to plans on the implementation of mergers, alternate withdrawal liability proposals, and other means to reduce employer risk, while preserving plans and benefits</li> <li>Provide confidential technical assistance, analysis, and options to Congressional and Executive Branch policy makers to improve the financial stability of PBGC's insurance programs</li> <li>Review applications for Special Financial Assistance (SFA) from eligible multiemployer plans and requests for financial assistance from insolvent multiemployer plans</li> <li>Deliver data tables and the Projections Report to Congress and stakeholders</li> <li>Provide stakeholder education and outreach through meetings with stakeholders</li> <li>Continue to provide financial assistance and provide SFA to multiemployer plans</li> </ul>

Performan	ce Area (\$ in thousands)	FY 2022	FY 2023	FY 2024
Pension	Total Funding	91,330	94,603	95,829
Insurance	Total Full-time Equivalent (FTE)	230	230	230

Communications, Outreach, Research, and Policy activities support Strategic Objective 1 (Encourage the continuation and maintenance of pension plans) by providing expert analysis and forecasting, ensuring exceptional customer service, evaluating policy options, strengthening transparency, disclosure, and communication with Congress, stakeholders, the public, and within the Administration in order to encourage the continuation and maintenance of pension plans. Results are measured through the following Performance Goals, Strategies, and Measures.

Performance Goals, Strategies, and Measures.	
Performance Goal(s):	Performance Strategies:
<ul> <li>Receive stakeholder input</li> <li>Provide technical assistance and practical guidance to plan sponsors on the implementation of proposed options to reduce risks, while preserving plans and benefits</li> <li>Perform rigorous cost-benefit analysis</li> <li>Prioritize simplification and transparency</li> <li>Research and implement improvements each year to PBGC's communications (including PBGC.gov) in response to customer feedback and key performance indicators</li> <li>Provide stakeholder education and outreach by holding meetings with participant groups, plan sponsors, practitioner groups, industry associations, and other interested stakeholders</li> <li>Provide data-driven communications to stakeholders based on the latest pension research, data, and projections</li> <li>Inform practitioners and other stakeholders of key new regulations through speaking engagements at stakeholder conferences and meetings</li> </ul>	<ul> <li>Engage with employers, participants, and pension practitioners to encourage pension plan continuation and strengthen retirement security</li> <li>Provide timely, concrete, and practical guidance to plans on the implementation of mergers, partitions, and alternate withdrawal liability proposals to reduce employer risk, while preserving plans</li> <li>Maintain a regulatory environment that serves stakeholders and minimizes the burdens of sponsoring a plan</li> <li>Educate and inform the multiemployer community (participants, plan sponsors, and other stakeholders) on the ARP</li> <li>Inform stakeholders about provisions of key regulatory proposals and enacted legislative changes</li> <li>Develop and sustain strong communications with Congress</li> <li>Support Congressional and Executive Branch policymakers in providing technical assistance regarding PBGC's programs</li> <li>Work with stakeholders to promote understanding of major program risks and possible mitigation strategies</li> <li>Serve as a resource for pension policy analysis and pension research products, education, and guidance</li> <li>Develop an annual Projections Report on the future status of the Single-Employer and Multiemployer Programs</li> </ul>

Deliver pension insurance data tables annually to educate stakeholders on the facts of PBGC's programs

Maximize education and outreach through meetings
with participant groups, plan sponsors, practitioner
groups, industry associations, and other stakeholders

What actions will you take in FY 2024 to achieve the goals and strategies described above?

Office of Policy & External Affairs will continue to maximize education and outreach through its support
of PBGC.gov, PBGC speaking engagements, stakeholder outreach, and continued development and
distribution of research products.

Pension Plan Monitoring and Audit activities support Strategic Objective 2 (Protect workers and retirees when plans are at risk) by reducing liability and exposure to the agency, preserving participants' pension benefits, and completing audits to ensure accurate benefit distribution. Results are measured through the following Performance Goals, Strategies, and Measures.

#### **Performance Goal(s): Performance Strategy:** Protect pensioners by Preserve plans during plan sponsor bankruptcies and other proactively monitoring PBGC's corporate transactions largest exposures for Protect the retirement security of workers and retirees and the transactions that may pose interests of premium payers in federal courts substantial risks to participants Provide confidential technical assistance, analysis, and options and retirees to policymakers and Congress to improve the financial stability Ensure all plans identified in the of the Multiemployer Program statistical sample are opened for Continue to provide financial assistance to insolvent audit during the year to ensure multiemployer plans that participants receive their full retirement benefits Represent PBGC's interests in all bankruptcy cases involving defined benefit pension plans

Performance Measures and Targets	FY 2020 Actual (Target)	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)
Reportable events resolved within 30	100%	100%	100%	N/A	N/A
days	(95%)	(95%)	(95%)	(95%)	(95%)
Percent of termination recommendations	100%	100%	100%	N/A	N/A
approved by senior Agency officials	(90%)	(90%)	(90%)	(90%)	(90%)
Standard termination audits completed	313	246	242	N/A	N/A
	(300)	(300)	(250)	(225)	(225)

#### What actions will you take in FY 2024 to achieve the targets described above?

- Reportable Events A triage team will review reportable events. The reportable events are submitted electronically by pension plan sponsors via an e-filing portal (that is linked directly to a database). In FY 2022, use of the e-filing portal became mandatory. The change was implemented to reduce human error associated with checking the e-mail box and improve the Corporate Financing and Restructuring Department's (CFRD) ability to resolve the events in a timely manner.
- Termination Recommendations A multi-layered review process for termination recommendation will be used (detailed in CFRD annual Federal Managers Financial Integrity Act, FMFIA, statement) and CFRD will continue to rely on this process to produce well-documented and supported recommendations.
- Standard Termination Audits Management will continue to monitor case submissions to ensure a consistent inventory of audits are reviewed and closed. Additionally, management will periodically evaluate audit closing accounts and shift resources as needed to enable meeting the goal of 225 completed

audits and continue to review each audit performed to ensure compliance with PBGC regulations, relevant Internal Revenue Service (IRS) rules and regulations, and plan provisions.

Multiemployer activities support Strategic Objective 3 (ARP Implementation, regulations, guidance to multiemployer plans, and technical assistance to Congress) by issuing regulations, evaluating policy options, providing guidance to multiemployer plans, and delivering technical assistance to Congress. Results are measured through the following Performance Goals, Strategies, and Measures.

measured through the following refloring					
Performance Goal(s):	Performanc	e Strategy:			
<ul> <li>Deliver annual Projections Report on the future status of the Single-Employer and Multiemployer Programs</li> <li>Deliver guidance to plans that may be eligible for SFA and process plan applications promptly</li> <li>Publish annual pension data to educate stakeholders on the Single-Employer and Multiemployer Programs</li> <li>Educate and inform the multiemployer community on the effects of ARP</li> <li>Monitor all multiemployer plans that receive special and regular financial assistance for compliance with laws and regulations</li> <li>For insolvent plans, maintain rigorous audit standards to ensure accurate benefit payments to plan participants, efficient management of any remaining assets, and compliance with laws and regulations</li> </ul>	<ul> <li>Provalter redu</li> <li>Provoption option to in progetion plan mult</li> <li>Delistako</li> <li>Provowith</li> <li>Con</li> </ul>	ride guidance to mate withdraw ce employer rivide confidentions to Congress approve the final grams iew applications and requests itemployer plan ver data tables wide stakeholders	ns for SFA from for financial and the Project er education and the financial ass	implementation posals, and otherwing plans are sistance, analy ecutive Branch of PBGC's insum eligible multissistance from etions Report to doutreach through the sistance from the doutreach through the sistance from the sistance	on of mergers, her means to hid benefits sis, and policy makers surance tiemployer insolvent o Congress and ough meetings
Performance Measures and Targets	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual
Number of SFA applications processed (approved or denied) for ME plans within 120-day statutory deadline (revised)	N/A	N/A	30 (Baseline)	(TBD)	(TBD)

## What actions will you take in FY 2024 to achieve the targets described above?

• ONR has taken steps to hire and train additional federal staff to support the SFA Program. ONR has also procured additional contractor support. In FY 2024 ONR will closely monitor the pace at which applications are reviewed and completed to ensure progress toward overall goals. Adjustments to staffing and support levels will be made to the extent necessary.

Strategic Goal 2 Pay Pension Benefits on Time and Accurately					
Strategic Obje	rategic Objectives (SO) Performance Strategies				
	ular monthly ments continue erruption	<ul> <li>Continue uninterrupted benefit payments in newly trusteed plans</li> <li>Process benefit applications timely</li> <li>Prioritize processing plans with greatest number of participants</li> </ul>			
benefit calculations •			determinations		
Goal Leaders:	Goal Leaders: Chief of Benefits Administration/Chief Policy Officer/General Counsel				
Performance Area (\$ in thousands)		FY 2022	FY 2023	FY 2024	
Pension Plan	Total Fundi	ng	200,979	199,479	209,682
Termination	Total FTI	Ξ	328	328	328

Benefit Administration activities support Strategic Objective 4 (Ensure regular monthly benefit payments continue without interruption) by processing benefit applications as they are received. Results are measured through the following Performance Goals, Strategies, and Measures.

Performance Goal(s):	Performance Strategy:				
Approve benefit applications     within 45 days 87 percent of the     time	• Proc	ess benefit app	lications timely		
Performance Measures and Targets	FY 2020 Actual (Target)	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)
Benefit applications approved within 45 days	78% (87%)	76% (87%)	85% (87%)	N/A (87%)	N/A (87%)
First payment delivered on requested annuity start date 90 percent of the time	N/A (N/A)	N/A (N/A)	N/A (N/A)	N/A (remove)	N/A (eliminate)

What actions will you take in FY 2024 to achieve the targets described above?

• Regular monitoring of applications in process.

Final Benefit Determination activities support Strategic Objective 5 (Provide accurate and timely benefits calculations) by estimating initial benefit amounts when pension plans are trusteed as well as reviewing pension plan records to determine the final benefit and issuing a Benefit Determination Letter. Results are measured through the following Performance Goals, Strategies, and Measures.

Performance Goal(s):	Performance Strategy:				
Ensure that the average time in years to issue a benefit determination (time between trusteeship and benefit determination issuance)) is 4.5 years	Improve the timeliness and completeness of benefit determinations				
Performance Measures and Targets	FY 2020 Actual (Target)	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)
Average time in years to issue a benefit determination (time between trusteeship and benefit determination issuance) is 4.5 years	5.3 (5.5)	5.9 (5.0)	4.1 (4.5)	N/A (4.5)	N/A (4.5)
What actions will you take in FV 2024 to	achieve the te	raats describe	d abova?		

What actions will you take in FY 2024 to achieve the targets described above?

• Prioritize plans based on age and size, assign resources, and monitor progress.

Initial Benefit Estimation activities support Strategic Objective 5 (Provide accurate and timely benefits calculations) by estimating initial benefit amounts when pension plans are trusteed as well as reviewing pension plan records to determine the final benefit and issuing a Benefit Determination Letter. Results are measured through the following Performance Goals, Strategies, and Measures.

Performance Goal(s):	Performance Strategy:				
Provide estimated benefits     within 10 percent of the final     benefit determination 95 percent     of the time	• Impro	ove the accuracy	y of benefit de	eterminations	
Performance Measures and Targets	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Actual	Actual	Actual	Actual
	(Target)	(Target)	(Target)	(Target)	(Target)
Estimated benefits within 10 percent of the final benefit determination 95 percent of time	96%	98%	97%	N/A	N/A
	(95%)	(95%)	(95%)	(95%)	(95%)

What actions will you take in FY 2024 to achieve the targets described above?

• Continue to monitor estimated benefits to assure accuracy.

The Appeals Program supports Strategic Objective 5 (Provide accurate and timely benefit calculations) by providing Appeals Board decisions on appeals and written explanations on all other inquiries that do not qualify as appeals. Results are measured through the following Performance Goals, Strategies, and Measures.

Performance Goal(s):	Performance Strategy:				
Resolve majority of appeals     within one year	<ul> <li>Provide a timely and efficient appeals process for PBGC benefit determinations</li> <li>Resolve appeals quickly and fairly</li> </ul>				
Performance Measures and Targets	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Actual	Actual	Actual	Actual
	(Target)	(Target)	(Target)	(Target)	(Target)
Percentage of appeals resolved within 365 days	99%	97%	94%	N/A	N/A
	(90%)	(90%)	(90%)	(90%)	(90%)

#### What actions will you take in FY 2024 to achieve the targets described above?

• The Appeals Division has a fixed staff with fluctuating workload. Based on current inventory and expected FY 2023 and FY 2024 incoming appeals, the FY 2023 and FY 2024 target of closing 90 percent of all appeals in 365 days is achievable. The FY 2023 and FY 2024 target of 90 percent is reasonable based on current workload.

Strategic Goal 3  Maintain High Standards of Stewardship and Accountability					
Strategic Objectives (SO)	Performance Strategies				
6. Provide an excellent customer experience by providing excellent service	<ul> <li>Research and implement improvements each year to PBGC's communications (including PBGC.gov) in response to customer feedback and key performance indicators (e.g., surveys, etc.)</li> <li>Seek opportunities to reach out to retirees and pension participants with disabilities, limited English proficiency, and limited access to internet</li> </ul>				
7. Meet or exceed the financial and ethical standards that apply to PBGC as a major financial and government institution, and monitor cash flows (including appropriated funds for SFA payments)	<ul> <li>Manage investments prudently consistent with investment policy</li> <li>Collect insurance premiums due</li> <li>Continue to monitor the efficient use of PBGC's cash flows</li> <li>Maintain a robust control environment that will prevent, detect, and recover improper payments</li> <li>Conduct quality due diligence on the PBGC investment portfolios</li> </ul>				
8. Maintain effective Information Technology (IT) Security	<ul> <li>Maintain adequate IT Security posture based on National Institute of Standards and Technology (NIST) guidance and implement Department of Homeland Security (DHS)         Cybersecurity Directives</li> <li>Ensure ongoing authorization of all Federal Information         Security Modernization Act (FISMA) reportable system by overseeing information security continuous monitoring         (ISCM)</li> <li>Fully comply with quarterly/annual FISMA reporting         requirements per Office of Management and Budget (OMB)         guidance to maintain awareness of cybersecurity program         performance and deficiencies</li> <li>Respond to OMB M-22-09 Moving the U.S. Government         Toward Zero Trust Cybersecurity Principles pertaining to         zero trust architecture implementation</li> <li>Fully integrate identify and credential access management         (ICAM) solutions</li> </ul>				
9. Retain a highly skilled workforce	<ul> <li>Train a high-quality multidisciplinary workforce</li> <li>Train supervisors and managers on managing telework employees</li> <li>Increase and develop innovative virtual management training</li> <li>Support supervisors and managers on managing employee performance</li> </ul>				

•			Incorporate in the monthly Work Life and Wellness themes with live virtual webinars hosted through Federal Occupation and Health (FOH) and Work Life for You  Provide live webinars and department training for Employee Assistance Program (EAP) services  Update respective policies, e.g., Student Loan Repayment Program (SLRP)				
10. Encourage and support a diverse and inclusive work environment that encourages employee engagement  •		Foster a diverse, high-performing workforce drawn from all segments of American society Foster a culture of inclusion that encourages collaboration, flexibility, and fairness Deliver Diversity, Equity, Inclusion, and Accessibility (DEIA) training opportunities to all PBGC staff to create opportunities for individuals to investigate their bias and to understand bias's impact on equal employment opportunity					
11. Strengthen transparency, disclosure, and communication  •		Provide effective and timely communication with plan participants and other stakeholders Inform stakeholders about provisions of key legislative and regulatory proposals Make improvements to annual communications based on quarterly analytics Foster consistent, fair, and impartial treatment of participants and stakeholders, including those who belong to historically underserved communities Maintain a secure hosting environment, closely monitor web logs, and respond quickly to any issues that arise					
12. Strengthen enterprise risk management (ERM)		• Educate and inform stakeholders on the impact of entity-wide risks					
13. Strengthen contracto oversight to reduce enterprise-wide risks	<b>k</b>	•	•	ve accountability of acc	•		
Goal Leaders: Chief M Counsel/Chief Policy O	_	Officer/C	Chief Financial Offi	cer/ Chief Information	n Officer/General		
Performance Area (\$ in t	housands)		FY 2022	FY 2023	FY 2024		
Operational Support	Total Fu	nding	172,694	190,638	207,389		
	Total F	TE	410	410	412		

Customer Experience and Service measurement activities support Strategic Objective 6 (Provide an excellent customer experience by providing excellent service) by responding to requests for service and information from pension plan sponsors as well as proving online tools for plan sponsors. Results are measured through the following Performance Goals, Strategies, and Measures.

Performance Goal(s):	Performance	Strategy:			
<ul> <li>PBGC actions result in achievement of:</li> <li>78 or higher customer satisfaction score on PBGC's online premium filing tool, My Plan Administration Account (My PAA), by 2023</li> <li>74 or higher on PBGC's premium filer customer satisfaction survey by 2023</li> </ul>	Research and implement improvements each year to PBGC's communications in response to customer feedback and key performance indicators (e.g., surveys, etc.)				
Performance Measures and Targets	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual (Target)	Actual (Target)	Actual (Target)	Actual (Target)	Actual (Target)
PBGC's actions result in satisfaction	90	71	72	N/A	N/A
scores that meet or exceed targets for My PAA Online survey	(80)	(80)	(80)	(78)	(78)
PBGC's actions result in satisfaction	76	77	77	N/A	N/A
scores that meet or exceed targets for Premium Filer survey	(74)	(74)	(74)	(74)	(74)

#### What actions will you take in FY 2024 to achieve the targets described above?

- Provide a Problem Resolution Officer (PRO) to monitor and assist practitioners with system or regulatory updates, issues, or concerns
- Constantly review and update the My PAA annual filing system for improved functionality, technical enhancements, and security updates in order to provide an outstanding customer experience

Customer Experience and Service Participant activities support Strategic Objective 6 (Provide an excellent customer experience by providing excellent customer service) by operating a customer contact center and web portal My Participant Benefit Access (MyPBA) to respond to requests for assistance and provide useful information for pension plan participants, requests for service and information from pension plan sponsors, as well as providing online tools for plan sponsors. Results are measured through the following Performance Goals, Strategies, and Measures.

Performance Goal(s):	Performance	Strategy:			
<ul> <li>Achieve scores that meet or exceeds the targets on all three Customer Satisfaction surveys</li> <li>Frequently promote equity through customer outreach and communication, identifying and educating at-risk elderly customers</li> </ul>	<ul> <li>Research and implement improvements each year to PBGC's communications in response to customer feedback and key performance indicators (e.g., surveys, etc.)</li> <li>Seek opportunities to reach out to retirees and pension participants with disabilities, limited English proficiency, and limited access to internet</li> </ul>				
Performance Measures and Targets	FY 2020 Actual (Target)	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)
PBGC's actions result in achievement of	89	88	86	N/A	N/A
a score of 90 or higher on PBGC's Retiree customer satisfaction survey	(90)	(90)	(90)	(90)	(90)
PBGC's actions result in achievement of	78	64	45	N/A	N/A
a score of 77 or higher on PBGC'S MyPBA customer satisfaction survey	(77)	(77)	(77)	(77)	(77)
PBGC's actions result in achievement of	81	76	76	N/A	N/A
83 or higher on PBGC's Participant Caller satisfaction survey	(85)	(85)	(83)	(83)	(83)

What actions will you take in FY 2024 to achieve the targets described above?

• Continue use of existing customer service best practices.

Financial Operations activities support Strategic Objective 7 (Meet or exceed the financial and ethical standards that apply to PBGC as a major financial and government institution and monitor flows) by producing financial statements. Results are measured through the following Performance Goals, Strategies, and Measures.

Performance Goal(s):	Performance	e Strategy:			
Attain an unmodified audit opinion on annual financial statements		ect insurance pro inue to monitor		ise of PBGC'	s cash flows
Performance Measures and Targets	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Actual	Actual	Actual	Actual
	(Target)	(Target)	(Target)	(Target)	(Target)
PBGC's actions will result in an unmodified Financial Statement Audit	Yes	Yes	Yes	N/A	N/A
	(Yes)	(Yes)	(Yes)	(Yes)	(Yes)

What actions will you take in FY 2024 to achieve the targets described above?

• Continue performance of financial operational activities consistent with PBGC's Accounting Policy Manual and key internal controls.

Corporate Controls and Reviews Department activities support Strategic Objective 7 (Meet or exceed the financial and ethical standards that apply to PBGC as a major financial and government institution and monitor flows) by providing a written report on results of Improper Payment Risk Assessment for selected payment streams. Results are measured through the following Performance Goals, Strategies, and Measures.

Performance Goal(s):	Performance St	trategy:				
Compliance with the Payment Integrity Information Act of 2019 (PIIA) to prevent, detect, and recover improper payments	Maintain a robust control environment that will prevent, detect, and recover improper payments  EN 2020 EN 2021  EN 2021					
Performance Measures and Targets	FY 2020 Actual (Target)	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	
PBGC's actions will result in compliance with the Payment Integrity Information Act of 2019 (PIIA)	Yes (Compliance with Improper Payments Elimination	Yes (Compliance with PIIA)	Yes (Compliance with PIIA)	N/A (Compliance with PIIA)	N/A (Compliance with PIIA)	

Act of 2012)	and Recovery		
	Act of 2012)		

What actions will you take in FY 2024 to achieve the targets described above?

• Conduct payment integrity risk assessments on selected payment streams.

Corporate Investment activities support Strategic Objective 7 (Meet or exceed the financial and ethical standards that apply to PBGC as a major financial and government institution and monitor cash flows) by providing investment management service for plans trusteed by the PBGC and for assets managed by the Corporation. Results are measured through the following Performance Goals, Strategies, and Measures.

Performance Goal(s):	Performanc	e Strategy:			
Comply with the asset allocation set forth in the Investment Policy Statement	<ul> <li>Manage investments prudently and consistent with investment policy</li> <li>Conduct quality due diligence on the PBGC investment portfolios</li> </ul>				
Performance Measures and Targets	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Actual	Actual	Actual	Actual
	(Target)	(Target)	(Target)	(Target)	(Target)
PBGC's actions result in compliance with asset allocation listed in current Investment Policy Statement	Yes	Yes	Yes	N/A	N/A
	(Yes)	(Yes)	(Yes)	(Yes)	(Yes)

What actions will you take in FY 2024 to achieve the targets described above?

• Continue to meet the requirements under the Board-approved Investment Policy Statement.

Information Technology activities support Strategic Objective 8 (Maintain effective IT Security) by producing Annual and quarterly FISMA reports, "Effective" ratings for Cybersecurity Framework (CSF) functions (identify, protect, detect, respond, and recover), operationalizing an insider-threat program, and automating ICAM functions. Results are measured through the following Performance Goals, Strategies, and Measures.

Performance Goal(s):	Performance Strategy:				
<ul> <li>Maintain or exceed "level 4:         Managed and Measurable         Rating" or as determined by         the Inspector General (IG) as         effective overall on the Office         of the Inspector General (OIG)         Cybersecurity Framework         Functions         <ul> <li>Align agency resources to               ensure 100 percent active               compliance with Executive               Order 14028 requirements and               the corresponding agency               reporting</li> </ul> </li> </ul>	<ul> <li>Maintain adequate IT Security posture based on NIST guidan and implement DHS Cybersecurity Directives</li> <li>Ensure on-going authorization of all FISMA reportable systemoverseeing ISCM</li> <li>Fully comply with quarterly/annual FISMA reporting requirements per OMB guidance to maintain awareness of cybersecurity program performance and deficiencies</li> <li>Prioritize Executive Order 14028 initiatives</li> <li>Respond to OMB M-22-09 Moving the U.S. Government Tow Zero Trust Cybersecurity Principles pertaining to zero trust architecture implementation</li> <li>Fully integrate ICAM solutions</li> </ul>			able system by  ag  ness of  s  nment Toward	
Performance Measures and Targets	FY 2020 Actual (Target)	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)
Conduct OMB RMA	Yes	Yes	N/A	N/A	N/A
(No longer a measure, Cybersecurity & Infrastructure Security Agency discontinued use of RMA in 2021)	(Managing Risk)	(Managing Risk)	(Dis- continued)	(Discontinued)	(Dis- continued)
Maintain or exceed a level 4 rating on the CMM Rating/IG FISMA Evaluation (New measure replaces OMB RMA)	Yes (Managing Risk)	Yes (Managing Risk)	Effective (CMM Rating 4 Effective)	TBD (CMM Rating 4 Effective)	TBD (CMM Rating 4 Effective)

## What actions will you take in FY 2024 to achieve the targets described above?

- Conduct independent control assessments and maximize use of common controls.
- Continually assess FISMA reportable systems for compliance with OMB/DHS mandates.
- Implement applicable Continuous Diagnostics and Mitigation (CDM) requirements utilized for the PBGC cybersecurity dashboard.
- Adhere to Executive Order 14028 requirements in adopting a zero-structure architecture.

Human Resources activities support Strategic Objective 9 (Retain a highly skilled workforce) through recruitment and retention of a highly skilled and diverse workforce; train leaders who can properly address employee performance and misconduct and operate a comprehensive virtual Work Life and Wellness Program. Results are measured through the following Performance Goals, Strategies, and Measures.

Performance Goal(s):	Performance	Strategy:			
<ul> <li>Increase leadership understanding of Diversity, Equity, Inclusion, and Accessibility</li> <li>Increase management participation in training on managing teleworking employees by 10 percent</li> <li>Increase participation in the Student Loan Repayment Program (SLRP) by 5 percent by continuing education for management recruitment and retention incentives, increase eligible application pool, and increasing the use of marketing tools, such as program videos, cartoons, and intranet presence</li> <li>Provide 10 virtual Work Life and Wellness Programs annually</li> </ul>	<ul> <li>Diversity, Equity, Inclusion, and Accessibility (DEIA</li> <li>Train a high-quality multidisciplinary workforce</li> <li>Train supervisors and managers on managing teleworemployees</li> <li>Increase and develop innovative virtual management</li> <li>Support supervisors and managers on managing emploperformance</li> <li>Incorporate in the monthly Work Life and Wellness that with live virtual webinars hosted through FOH and Well for You</li> <li>Provide live webinars and Department training for EA services</li> <li>Update respective policies, e.g., SLRP</li> </ul>				DEIA) ework ment training employee ness themes nd Work Life
Performance Measures and Targets	FY 2020 Actual (Target)	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)
Provide a minimum of two DEIA trainings or informational communications to supervisors and managers	New Measure	2 (2)	8 (4)	N/A (2)	N/A (2)
Conduct a minimum of two performance	3	18	44	N/A	N/A
nd employee conduct trainings	(2)	(2)	(2)	(2)	(2)
articipate in a minimum of two targeted	3	4	7	N/A	N/A
bb fairs	(2)	(2)	(2)	(4)	(4)
	40	0.7	0.2	37/4	3.7/4
rovide work-life balance and wellness	40	97	93	N/A	N/A

(20)

N/A

(N/A)

Conduct a minimum of two managing

telework employee trainings

(25)

N/A

(N/A)

(25)

4

(25)

N/A

(2)

(25)

N/A

(2)

			(2)		
Promote retention incentives	N/A	N/A	5	N/A	N/A
	(N/A)	(N/A)	(2)	(2)	(2)

#### What actions will you take in FY 2024 to achieve the targets described above?

- Promote participation of the Student Loan Repayment Program.
- Continue to offer and encourage participation in various management trainings.
- Continue to research and implement best practices for work-life balance initiatives.

Office of Equal Employment Opportunity (OEEO) activities support Strategic Objective 10 (Encourage and support a diverse and inclusive work environment that encourages employee engagement) by assisting in the eradication of employment discrimination, improving diversity in the workplace, and creating an environment where all PBGC employees are valued, respected, and free to develop and perform to their fullest potential. Results are measured through the following Performance Goals, Strategies, and Measures.

Performance Goal(s):	Performance	Strategy:			
By 2026 and per Federal Equal Employment Opportunity Commission's (EEOC) benchmark, have General Schedule (GS)-15 and Senior Level (SL) grade representation more reflective of the agency's total workforce	segme Foste flexib Deliv oppor	r a diverse, high ents of America r a culture of in pility, and fairned er DEIA training tunities for ind estand bias's im	an society clusion that eless opportuniti ividuals to inv	ncourages col es to all PBG restigate their	llaboration,  C staff to create bias and to
Performance Measures and Targets	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Actual	Actual	Actual	Actual
	(Target)	(Target)	(Target)	(Target)	(Target)
Increase gradually – half percent each year until grade representation for these groups increases in GS-15 and SL	No	No	No	N/A	N/A
	(Yes)	(Yes)	(Yes)	(Yes)	(Yes)

#### What actions will you take in FY 2024 to achieve the targets described above?

- Continue to conduct barrier analysis to identify potential barriers to equal employment opportunity.
- Continue to build relationships with and support each PBGC Department Director's EEO efforts with the ongoing Office of Equal Employment Opportunity (OEEO) point of contact assignment.
- Continue to administer the EEO Dashboard to agency leadership in an effort to support their succession planning, and DEIA efforts.
- Continue to leverage affirmative employment committees to assist in determining the needs of PBGC's
  workforce and in the development of programs that support the specific professional development needs of
  diverse groups.

- Continue to be proactive in mitigating complaints by providing EEO training that informs and educates on anti-discriminatory and anti-harassment behavior.
- Continue to offer agency-wide staff level learning that supports inclusivity in an effort to guide individuals
  in identifying workplace behaviors that support equal employment opportunity and behaviors that help
  mitigate discrimination.
- Continue to offer the Education & Enrichment Book Club Series, Real Talk Series, and Affinity Chats Series and other ad hoc workshops that support opportunities for perspective-sharing and to understand another's dimensions of identity in the workplace.

External Corporate Internet Program activities support Strategic Objective 11 (Strengthen transparency, disclosure, and communication) by providing online tools for plan participants and plan sponsors and continuing to enhance the website experience for the general public, plan participants, and sponsors. Results are measured through the following Performance Goals, Strategies, and Measures.

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Performance Goal(s):	Performance Strategy:
Comply with all FOIA deadlines and maintain model disclosure program     Research and implement improvements each year to PBGC's communications (including PBGC.gov) in response to customer feedback and key performance indicators (surveys, etc.)      Maximize stakeholder education and outreach, including published regulation by holding meetings with participant groups, plan sponsors, practitioner groups, industry associations, and other interested stakeholders      Provide annual data-driven data tables and projection reports to stakeholders based on the latest pension research, data, and	Performance Strategy:  Provide effective and timely communication with plan participants and other stakeholders  Inform stakeholders about provisions of key legislative and regulatory proposals  Make improvements to annual communications based on quarterly analytics  Foster consistent, fair, and impartial treatment of participants and stakeholders, including those who belong to historically underserved communities  Maintain a secure hosting environment, closely monitor web logs, and respond quickly to any issues that arise
pension research, data, and projections	
<ul> <li>Ensure stakeholder access to information on PBGC.gov by monitoring and improving the website's performance and security, and working with its host to minimize service interruptions</li> </ul>	

Performance Measures and Targets	FY 2020 Actual (Target)	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)
Number of improvements to the usability	7	10	12	N/A	N/A
and content of PBGC.gov per year	(6)	(8)	(10)	(10)	(10)
PBGC.gov website availability (new	N/A	N/A	99%	N/A	N/A
measure started in FY 2022)	(N/A)	(N/A)	(99%)	(99%)	(99%)
PBGC's actions result in satisfaction	73	64	63	N/A	N/A
scores which meet or exceed targets website customer satisfaction online	(75)	(75)	(75)	(Retire)	(Eliminate)
survey					

#### What actions will you take in FY 2024 to achieve the targets described above?

- Continue soliciting input from leadership and external stakeholders to continually improve the customer experience at PBGC.gov.
- Closely monitor uptime and service levels for PBGC.gov, working closely with the hosting vendor to resolve any service issues.
- Regularly monitor security logs and analytics to identify any potential issues.

Enterprise Risk Management activities support Strategic Objective 12 (Strengthen enterprise risk management) by maintaining an Entity-wide Risk Profile, and Entity-wide Risk Register, monitoring Key Risk Indictors, and emerging risks, and promoting Enterprise Risk Management (ERM) Integration with budget, organizational performance, and strategic planning. Results are measured through the following Performance Goals, Strategies, and Measures.

Performance Goal(s):	Performance Strategy:
<ul> <li>Implement enterprise risk management requirements by conducting a risk assessment and providing risk-related training to the Risk Management Council (RMC) and department directors (or their designees) annually</li> <li>The FY 2022 and FY 2023 entity-wide risks identified will be evaluated during the annual risk assessment</li> </ul>	<ul> <li>Educate and inform stakeholders on the impact of entity-wide risks</li> <li>Continuously seek to improve program maturity level by identifying emerging risks</li> <li>Complete annual risk assessment by OMB deadline</li> <li>Brief key decision-making bodies on entity-wide risks</li> <li>Implement Risk Management Office (RMO) succession planning</li> <li>Deliver ERM training to RMC and Department Directors to ensure consistent knowledge base</li> </ul>

Performance Measures and Targets	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Actual	Actual	Actual	Actual
	(Target)	(Target)	(Target)	(Target)	(Target)
Identification of emerging entity-wide risks in a timely manner	Identified 21 emerging risks  (Increased identification of emerging entity-wide risks in a timely manner)	Yes  (Increased identification of emerging entity-wide risks in a timely manner)	Yes Identified 23 emerging risks (Increase identification of entity-wide risks in a timely manner)	N/A  (Identify entity-wide risks in a timely manner)	N/A  (Identify entity-wide risks in a timely manner)
Continue knowledge-sharing related to risks	Considered risks, included as decision criteria for budget decisions.  Collected risk responses from the APP Point of Contacts (POCs) to identify risks that impeded delivery on FY 2022 performance goals and reviewed with RMC  (Increased risk-informed decision-making)	Yes  (Increase in risk-informed decision-making)	Yes  (Increase in risk-informed decision-making)	N/A  (Continue risk-informed decision-making)	N/A  (Continue risk-informed decision-making)
Constant vigilance to foster a risk management culture	RMO webpage	Yes	Yes	N/A	N/A
	updated,	(Continue to	(Continue to	(Continue to	(Continue to
	quarterly RMO	communicate	communicate	communicate	communicate
	messages	ERM status)	ERM status	ERM status)	ERM status)

dis	stributed to		
PE	BGC Federal		
en	nployees		
(C	Continued		
co	mmunication		
re	garding		
EF	RM)		

#### What actions will you take in FY 2024 to achieve the targets described above?

- Conduct entity-wide risk assessment.
- Work with business owners to identify and review key risk indicators and emerging risks.
- Integrate enterprise risk management with strategic planning and organizational performance processes.
- Include risks as a consideration and decision criteria for budget decisions.

Procurement and Acquisition activities support Strategic Objective 13 (Strengthen contractor oversight to reduce enterprise-wide risks) by providing resources for the PBGC acquisition community to strengthen contractor oversight. Results are measured through the following Performance Goals, Strategies, and Measures.

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Performance Goal(s):	Performance Strategy:				
Ensure 100 percent of contract actions marked "applicable" undergo legal review	<ul> <li>Identify root causes and incorporate lessons-learned to improve future acquisitions</li> <li>Improve accountability of acquisition processes</li> </ul>				
Performance Measures and Targets	FY 2020 Actual (Target)	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)
Number of activities and streamlined guidance implemented	6 (5)	5 (5)	5 (5)	N/A (5)	N/A (3)
Percentage of contract actions marked "Applicable" undergo legal review	N/A (N/A)	N/A (N/A)	100% (New Measure)	N/A (100%)	N/A (100%)
Percentage of requirements originating within OMA sent to CMO for review	N/A (N/A)	N/A (N/A)	100% (New Measure)	N/A (100%)	N/A (100%)

## What actions will you take in FY 2024 to achieve the targets described above?

Implementation and data migration for Procurement Information System for Management (PRISM) will take
place during FY 2023. Once data migration is complete in FY 2024, Procurement Department will work with
Unison to develop customized procurement reports. PD intends to consolidate all reports to reduce
redundancy, increase transparency, and improve communication within PD and across PBGC program
offices.

FY 2022 OPERATIONS IN BRIEF			
	2022 Target	2022 Actual	2021 Actual
GOAL 1: Preserve Plans and Protect Pensions	Turget	Actual	Accuai
Single-Employer Plan Participants Protected – Employers Emerging from Bankruptcy During the Year		999	99,345
Single-Employer Plan Standard Termination Audits: Additional Payments		\$1.03M paid to 663 participants	\$2.6M paid to 1,462 participants
Single-Employer Benefit Payments for Terminated Plans			
<ul> <li>Participants Receiving Benefits</li> </ul>		960,000	970,000
Benefits Paid		Over \$7.0B	Over \$6.4B
<ul> <li>Participants Expected to Receive Future Benefits</li> </ul>		496,000	525,000
Multiemployer (ME) Plan Financial Assistance (FA)		\$217.4M to 115 plans	\$230M to 109 plans
<ul> <li>FA Payments for Facilitated Mergers</li> </ul>		\$9M	\$9M
Multiemployer Participants in Insolvent Plans			
<ul> <li>Total Participants in Plans Receiving FA</li> </ul>		289,860	117,958
<ul> <li>Participants in Plans that Have Received Special Financial Assistance (SFA)</li> </ul>		149,855	n/a
<ul> <li>Participants Expected to Receive Future FA Benefits</li> </ul>		46,480	37,172
<ul> <li>Participants in Plans Receiving Regular FA</li> </ul>		93,525	80,786
Total Amount of FA Paid to ME Plans		\$217.4M	\$230M
<ul> <li>SFA Payments</li> </ul>		\$7.6B	n/a
<ul> <li>Regular FA Payments</li> </ul>		\$217.4M	\$221M
GOAL 2: Pay Timely and Accurate Benefits			
Estimated Benefits Within 10 Percent of Final Calculation	95%	97%	98%

FY 2022 OPERATIONS IN BRIEF				
Average Time to Provide Benefit Determinations (Years)	4.5	4.1	5.9	
Benefit Applications Processed in 45 Days	87%	85%	76%	
Improper Payment Rates Within OMB Threshold <sup>1</sup>	<1.5%	Yes	Yes	
GOAL 3: Maintain High Standards of Stewardship an	d Accountal	oility <sup>2</sup>		
Retiree Satisfaction – ACSI <sup>3</sup> Score	90	86	88	
Participant Caller Satisfaction – ACSI Score	83	76	76	
Premium Filer Satisfaction – ACSI Score	74	77	77	
Single-Employer – Financial Net Position		\$36.6B	\$30.9B	
Multiemployer – Financial Net Position		\$1.1B	\$0.5B	
Unmodified Financial Statement Audit Opinion	Yes	Yes	Yes	
Maintain or exceed a level 4 rating on the CMM Rating/IG FISMA Evaluation	Effective	Effective	Yes	

<sup>&</sup>lt;sup>1</sup> The OMB threshold for significant improper payment reporting is as follows: amounts that exceed (1) both 1.5 percent and \$10 million in improper payments, or (2) \$100 million in improper payments.

In March 2020, PBGC retired the Customer Satisfaction survey and is now piloting a new PBGC.gov Feedback button.

## **Glossary of Acronyms**

ACSI American Customer Satisfaction Index	IRS Internal Revenue Service
APP Annual Performance Plan	<b>ISCM</b> Information Security Continuous Monitoring
ARP American Rescue Plan Act of 2021	IT Information Technology
<b>BPIT</b> Budget and Planning Integration Team	ITPRB Information Technology Portfolio Review Board
<b>CCC</b> Customer Contact Center	ME Multiemployer
<b>CDM</b> Continuous Diagnostics and Mitigation	My PAA My Plan Administration Account
<b>CFRD</b> Corporate Financing and Restructuring Department	MyPBA My Participant Benefit Access
CMM Capability Maturity Model	<b>NIST</b> National Institute of Standards and Technology
CMO Chief Management Officer	<b>OEEO</b> Office of Equal Employment Opportunity
<b>CSF</b> Cybersecurity Framework	OIG Office of the Inspector General
CX Customer Experience	OMA Office of Management and Administration
<b>DEIA</b> Diversity, Equity, Inclusion, and Accessibility	OMB Office of Management and Budget
<b>DHS</b> Department of Homeland Security	<b>ONR</b> Office of Negotiations and Restructuring
<b>EAP</b> Employee Assistance Program	<b>OPEA</b> Office of Policy & External Affairs
<b>EEO</b> Equal Employment Opportunity	PD Procurement Department
<b>EEOC</b> Equal Employment Opportunity Commission	PIIA Payment Integrity Information Act
<b>ERM</b> Enterprise Risk Management	POC Point of Contact
FA Financial Assistance	PRO Problem Resolution Officer
<b>FISMA</b> Federal Information Security Modernization Act of 2014	<b>PRISM</b> Procurement Information System for Management
<b>FMFIA</b> Federal Managers Financial Integrity Act of 1982	RMA Risk Management Assessment
FOH Federal Occupational Health	RMC Risk Management Council
FOIA Freedom of Information Act	RMO - Risk Management Officer
FTE Full-time Equivalent	SFA Special Financial Assistance
<b>GS</b> General Schedule	SL Senior Level
ICAM Identify and Credential Access Management	SLRP Student Loan Repayment Program
ICC Internal Corporate Controls	SO Strategic Objective
IG Inspector General	