

FY 2023 Annual Performance Report

and FY 2025 Annual Performance Plan



ANNUAL PERFORMANCE REPORT

The Pension Benefit Guaranty Corporation (PBGC or the Corporation) protects the retirement security of over 31 million of America’s workers, retirees, and beneficiaries in both single-employer and multiemployer private-sector pension plans. The benefits of these participants are valued at more than \$3 trillion. The Corporation’s two insurance programs are legally separate and operationally and financially independent.

The Single-Employer Program is financed by insurance premiums paid by companies that sponsor defined benefit pension plans, investment income from plan assets trustee by PBGC and recoveries from companies formerly responsible for the plans. The Multiemployer Program is financed by premiums paid by insured plans and investment income. Congress sets PBGC premium rates.

In addition, the American Rescue Plan (ARP) Act of 2021 (Public Law 117-2) — a historic law passed by Congress and signed by President Biden on March 11, 2021 — established the Special Financial Assistance (SFA) Program for financially troubled multiemployer pension plans. The law addresses the solvency of the Multiemployer Program, which was projected to become insolvent in 2026. The SFA Program provides funding assistance to severely underfunded multiemployer defined benefit pension plans and will enable millions of America’s workers, retirees, and their families to receive the pension benefits they earned through many years of hard work. The SFA program is funded entirely by an appropriation from the General Fund of the U.S. Department of the Treasury (Treasury).

Upon approval of an SFA application, PBGC will make a payment to an eligible multiemployer defined benefit pension plan in the amount that is projected to enable the plan to pay all benefits through the last day of the plan year ending in 2051. The SFA Program also assist such plans by providing funds to reinstate previously suspended benefits, including back payments to retirees, and repaying financial assistance that was received from PBGC’s Multiemployer Program.

The Corporation achieves its mission through three strategic goals:

1. Preserve plans and protect the pensions of covered workers and retirees.
2. Pay pension benefits on time and accurately.
3. Maintain high standards of stewardship and accountability.

OPERATIONS IN BRIEF

Since enactment of the Employee Retirement Income Security Act of 1974 (ERISA), PBGC has strengthened retirement security by preserving plans and protecting pensions for participants and their families. In FY 2023, the Corporation made benefit payments of over \$6.0 billion to 917,185 participants in single-employer plans and provided over \$175.8 million in traditional financial assistance to multiemployer plans covering 122,082 participants, as highlighted in Table 1: FY 2023 Operations in Brief.

TABLE 1: FY 2023 OPERATIONS IN BRIEF ¹			
	2023 Target	2023 Actual	2022 Actual
GOAL 1: Preserve Plans and Protect Pensions			
Single-Employer Plan Participants Protected – Employers Emerging from Bankruptcy During the Year		32,038	999
Single-Employer Plan Standard Termination Audits: Additional Payments		\$2.3M to 1,306 participants	\$1.03M paid to 663 participants
Single-Employer Benefit Payments for Terminated Plans			
• Participants Receiving Benefits		920,000	960,000
• Benefits Paid		Over \$6.0B	Over \$7.0B
• Participants Expected to Receive Future Benefits		473,000	496,000
Multiemployer Plan Traditional Financial Assistance		\$176M to 100 plans	\$226M ² to 115 plans
Multiemployer Plan SFA Payments		\$45.6B	\$7.6B
Multiemployer Participants in Insolvent Plans			
• Participants Receiving Benefits		80,421	93,525
• Participants Expected to Receive Future Benefits		41,661	46,480
GOAL 2: Pay Timely and Accurate Benefits			
Estimated Benefits Within 10% of Final Calculation	95%	96%	97%
Average Time to Provide Benefit Determinations (Years)	4.5	4.4	4.1
Improper Payment Rates Within OMB Threshold ³	<1.5%	Yes	Yes
Applications Processed in 45 Days or Less	87%	98%	85%
GOAL 3: Maintain High Standards of Stewardship and Accountability			
Retiree Satisfaction – ACSI Score ⁴	90	87	86
Participant Caller Satisfaction – ACSI Score	83	81	76
Premium Filer Satisfaction – ACSI Score	74	77	77
Single-Employer – Financial Net Position		\$44.6B	\$36.6B
Multiemployer – Financial Net Position		\$1.5B	\$1.1B
Unmodified Financial Statement Audit Opinion	Yes	Yes	Yes

¹ Some numbers in this report have been rounded.

² The \$226 million in 2022 includes a \$9 million payment on a facilitated merger under the Multiemployer Pension Reform Act of 2014 (MPRA).

³ The Office of Management and Budget (OMB) threshold for significant improper payment reporting is as follows: amounts that exceed (1) both 1.5% and \$10 million in improper payments, or (2) \$100 million in improper payments.

⁴ The American Customer Satisfaction Index (ACSI) uses a 0-100 scale; 80 or above is considered excellent.

STRATEGIC GOALS AND RESULTS

PBGC's FY 2023 Annual Performance Report highlights the Corporation's achievements, accomplishments, and performance results through the lens of its strategic goals. The Corporation's priorities are to preserve plans and protect pensions of workers and retirees, to pay timely and accurate benefits, and to maintain high standards of stewardship and accountability.

GOAL NO. 1: PRESERVE PLANS AND PROTECT PENSIONS OF WORKERS AND RETIREES

PBGC engages in activities to preserve plans and protect participants by administering two separate insurance programs. The Multiemployer Program protects about 11.0 million workers and retirees in about 1,360 pension plans. The Single-Employer Program protects about 20.6 million workers and retirees in about 23,500 pension plans.

MULTIEMPLOYER PROGRAM

The Multiemployer Program covers defined benefit pension plans that are maintained through one or more collective bargaining agreements between employers and one or more employee organizations or unions. The participating employers are usually in the same or related industries, such as transportation, construction, mining, or hospitality. PBGC provides financial assistance to insolvent plans to allow them to pay guaranteed benefits and reasonable administrative expenses. PBGC refers to this financial assistance under the Multiemployer Program as "traditional financial assistance."

In FY 2023, PBGC provided \$175.8 million in traditional financial assistance to 100 multiemployer plans covering 80,421 participants (including beneficiaries) receiving guaranteed benefits. An additional 41,661 participants in the insolvent plans are eligible to receive benefits once they retire. Due to SFA payments made under ARP in FY 2023, the number of participants relying on traditional financial assistance under section 4261 of ERISA has decreased by 7,483 for participants receiving guaranteed benefits and by 5,383 participants eligible to receive benefits once they retire. These participants are included in the FY 2023 counts but will no longer be receiving traditional financial assistance in future years.

The Corporation initiated audits of seven insolvent multiemployer plans covering nearly 10,826 participants. The objectives of the audits are to ensure timely and accurate benefit payments to all participants, compliance with laws and regulations, and effective and efficient management of the remaining assets in terminated or insolvent plans.

PBGC regularly provides informal consultations to plan sponsors and practitioners on partition and merger applications, alternative withdrawal liability requests, plan insolvency, SFA applications, and ERISA Title IV compliance issues to assist plans in making their formal requests to PBGC more efficient and effective.

Special Financial Assistance Program

ARP, enacted on March 11, 2021, added section 4262 of ERISA, which created the SFA Program for certain financially troubled multiemployer plans. The amount of SFA to which an eligible plan may be entitled is the amount required to pay all benefits due through 2051. The SFA payments are derived from appropriated funds and financed by the general revenues of the Treasury.

On July 8, 2022, PBGC published a final rule implementing changes to the SFA Program, which include changes to permissible investments of SFA funds and the SFA calculation method. The rule also requires plans to submit with their SFA applications documentation of a death audit to identify deceased participants. The audit must be completed no earlier than one year before the plan's SFA measurement date. It must identify the service provider conducting the audit and include a copy of the results of the audit provided to the plan administrator by the service provider. In the July 8, 2022, SFA final rule, PBGC requested comments on the condition requiring a phased recognition of SFA assets for purposes of calculating withdrawal liability. PBGC received seven comments, six of which discussed the withdrawal liability condition. PBGC published a final rule in the Federal Register, effective on January 26, 2023, amending the SFA regulation to add an exception process for the withdrawal liability conditions under narrow circumstances.

In FY 2023, PBGC updated the SFA application instructions and provided other guidance. On March 8, 2023, PBGC issued guidance on the application process for non-priority group plans. On July 19, 2023, PBGC issued two sets of questions and answers. The first set clarifies and provides examples of permissible investments of SFA funds, and the second set clarifies the calculation methodology under the withdrawal liability phase-in condition for plans that paid make-up payments of previously suspended benefits. On July 27, 2023, PBGC released updates to several documents in the SFA information collection. These updates include changes to the application instructions requiring the submission of census data to enable PBGC to perform an independent death audit to identify deceased pension plan participants and the submission of an assumptions' summary. In addition, PBGC has provided a process for plans to request expedited processing of revised applications and a process for plans to submit revised lock-in applications in limited circumstances.

As of September 30, 2023, PBGC had received 135 SFA applications requesting a total of \$71.0 billion in SFA and had approved 100 applications for \$53.5 billion in SFA. Twenty-five applications, requesting a total of \$8.5 billion, were under PBGC review as of September 30, 2023, and another 10 applications had been withdrawn but not yet resubmitted as of September 30, 2023. During FY 2023, PBGC paid \$45.6 billion in SFA, of which \$1.4 billion was paid pursuant to applications approved under the interim final rule (i.e., applications received prior to August 8, 2022), and \$44.2 billion was paid under the final rule (including \$1.8 billion in supplemented SFA for plans that initially applied under the interim final rule).

Special Financial Assistance Program Litigation

In FY 2023, the Board of Trustees of the Bakery Drivers Local 550 and Industry Pension Fund sued PBGC, challenging PBGC's determination that the plan was not eligible for SFA. The plan terminated by mass withdrawal in 2016. PBGC denied the application based on its conclusion that a plan terminated by mass withdrawal cannot be restored and is therefore not eligible for SFA. After September 30, 2023, on October 26, the New York Federal District Court ruled in favor of PBGC in this lawsuit. The matter is ongoing.

Multiemployer Plan Withdrawal Liability, Plan Mergers and Transfers

PBGC approval is required for a multiemployer plan to adopt an alternative method for allocating unfunded vested benefits in determining withdrawal liability. PBGC began FY 2023 with two pending requests for approval of alternative rules. At the end of the fourth quarter, two requests were pending and two were approved.

A multiemployer plan may adopt alternative terms and conditions for satisfaction of withdrawal liability if those terms and conditions are consistent with ERISA and PBGC regulations. Plans sometimes request PBGC's determination that proposed alternative terms are consistent with ERISA and PBGC regulations. PBGC began FY 2023 with one pending request, which remains under review. Special withdrawal liability conditions apply to multiemployer plans that receive SFA.

Under a statutory exception, an employer that withdraws from a construction or entertainment industry plan is generally not subject to withdrawal liability. PBGC may, by regulation, authorize plans in other industries to adopt a similar rule if PBGC determines it is appropriate to do so and doing so would not pose a significant risk to PBGC. The Corporation began FY 2023 with one pending request. No requests were received during FY 2023. As of the end of the fourth quarter, one request is pending.

A multiemployer plan merging with or transferring assets and liabilities to another multiemployer plan must provide PBGC with notice (in accordance with applicable statutory and regulatory provisions). The plan trustees may request a compliance determination from PBGC, which, if granted, provides a safe harbor from certain prohibited transaction provisions of Title I. In FY 2023, PBGC received 15 notices of merger, 14 of which were accompanied by a request for a compliance determination. By the end of the fourth quarter, seven compliance determinations were issued, three were withdrawn, and seven remain under review. The Corporation began FY 2023 with two pending transfer compliance determination requests. Both were withdrawn in the first quarter. PBGC did not receive any notices of transfer during FY 2023. Special conditions apply to transfers or mergers involving multiemployer plans that receive SFA.

SINGLE-EMPLOYER PROGRAM

The Single-Employer Program covers defined benefit pension plans that generally are sponsored by a single employer. When an underfunded single-employer plan terminates, PBGC steps in to pay participants' benefits up to legal limits. This typically happens when the employer sponsoring an underfunded plan liquidates in bankruptcy, ceases operation, or can no longer afford to keep the plan going. PBGC takes over the plan's assets, administration, and pays benefits up to the legal limits.

As part of its risk mitigation activities, PBGC monitors and identifies transactions and events that may pose risks to participants and beneficiaries. The Corporation works collaboratively with employers to better safeguard pension benefits.

Standard Terminations

A standard termination is a termination of a single-employer pension plan that has enough money to pay all benefits owed to participants and beneficiaries. If a plan has enough money to pay all benefits owed to participants and beneficiaries, the plan sponsor can choose to terminate a plan by filing a standard termination. In a standard termination, PBGC does not become responsible for benefit payments.

In FY 2023, 1,868 plans, covering approximately 315,540 participants, filed standard terminations with PBGC. The number of filings in FY 2023 is 12 percent more than the average number of terminations filed in the five years prior to that.

Approximately 1,510 plans with an aggregate of more than 226,700 participants completed standard terminations in FY 2023 by paying full plan benefits to participants and beneficiaries in the form of annuities

or lump sums. Some of the larger standard terminations were J.C. Penney Corporation, Inc. Pension Plan, Electrolux Home Products, Inc. Pension Plan, Louisiana-Pacific Corporation Retirement Account Plan, and Western Union Pension Plan.

PBGC completed 232 standard termination audits in FY 2023 to verify plan administrators' calculation of benefits upon plan termination. These audits discovered errors that have since been corrected by the plan administrators, resulting in more than \$2.3 million in additional benefits distributed to 1,306 participants and beneficiaries in these plans.

Plans Saved

When plan sponsors enter bankruptcy proceedings, PBGC encourages continuation of pension plans. Although bankruptcy forces tough choices, it does not mean that pensions must terminate for companies to succeed. In FY 2023, these plans were among those that continued after the bankruptcies of their sponsors or controlled group members, protecting the benefits of participants and beneficiaries:

- Scouts BSA.
- Revlon, Inc.
- Avaya Holdings Corporation.
- Talen Energy Corporation.

Mediation Program

PBGC's Mediation Program offers mediation to facilitate resolution of fiduciary breach¹ cases, negotiations with ongoing plan sponsors as part of its Early Warning and Risk Mitigation Program, and with former plan sponsors to help resolve their pension liabilities after termination of underfunded pension plans.

PBGC's practice is to resolve early warning issues, termination liability claims, and fiduciary breach cases on a consensual basis without the need for litigation. This gives plan administrators, plan sponsors, and fiduciaries of terminated plans the opportunity to resolve these cases with a neutral, professional, and independent mediator in a timely and cost-effective manner. PBGC had no mediations in FY 2023.

GOAL NO. 2: PAY PENSION BENEFITS ON TIME AND ACCURATELY

Nearly 1.4 million current and future retirees in trustee single-employer pension plans rely on PBGC for their pension benefits. PBGC's benefits administration and plan processing teams are committed to paying benefits accurately and on time.

Benefits Administration

The PBGC assumes the role of trustee for single-employer pension plans when plan sponsors lack the resources to pay benefits according to their plan's provisions. In FY 2023, PBGC trustee 26 single-employer plans, which provide pension entitlements to approximately 4,500 current and future retirees. Upon

¹ As the statutory trustee of a terminated single-employer pension plan, PBGC has authority under Title IV to collect amounts due the plan and to bring suits on behalf of the plan. Pursuant to this authority, PBGC pursues recovery actions against former fiduciaries to recover amounts lost by the plan as result of a breach of fiduciary duties. Before filing an action in court, PBGC offers mediation to the former fiduciaries in an effort to reach a settlement.

trusteeship, PBGC's foremost responsibility is to ensure uninterrupted benefit payment to existing retirees. In FY 2023, PBGC successfully maintained uninterrupted benefit payment to nearly 2,100 retirees.

Over the course of FY 2023, PBGC disbursed more than \$6.0 billion in benefits to nearly 920,000 retirees in single-employer pension plans. Additionally, over 28,000 new retirees applied for benefits during the fiscal year. The PBGC achieved an impressive 98 percent rate for processing all applications within 45 days, surpassing its target rate of 87 percent.

After PBGC becomes trustee of a terminated pension plan, it begins a multifaceted, multi-year endeavor that involves the valuation of plan assets, comprehensive analysis of plan and participant data, and calculation of benefits payable by the PBGC. At the end of the process, participants are notified of their benefit determination. Prior to the completion of this process and as eligible participants request to commence their benefits, PBGC pays estimated benefit amounts. In FY 2023, over 96 percent of benefit determinations issued were within 10 percent of the estimated benefit amount.

PBGC has concentrated its efforts on the thorough review of payable benefit amounts associated with the oldest plans in its portfolio, an endeavor that has achieved significant success. Notably, PBGC has shortened the average age of benefit determinations issued from 5.9 years in FY 2021 to 4.4 years in FY 2023, outperforming its target of 4.5 years.

Reviews and Appeals

When participants and beneficiaries in trustee single-employer plans do not agree with PBGC's determination of their benefit, they have the right to bring their concerns to PBGC's Appeals Board. Employers and plan sponsors may also appeal certain PBGC determinations. The Appeals Board independently reviews each appeal and provides a detailed written explanation for each decision. In FY 2023, the Corporation started with 47 open appeals, accepted 147 new appeals, and closed 72 appeals, with 122 still open at the end of the year. More information about PBGC's Appeals Board is available at [PBGC.gov](https://www.pbgc.gov).

GOAL NO. 3: MAINTAIN HIGH STANDARDS OF STEWARDSHIP AND ACCOUNTABILITY

Accountability: Measuring and Monitoring Performance

PBGC continuously monitors how well it performs and serves customers using a wide range of performance measures. Among them are how quickly and seamlessly the Corporation pays retirees, accurately calculates benefits, and invests assets. PBGC conducts surveys to help improve the coordination and cooperation essential to meeting customer service goals.

Each quarter, PBGC leadership participates in data-driven discussions covering the Corporation's progress in operations, stewardship and accountability, customer satisfaction, and building and maintaining a model workplace. The strategic use of performance data better informs planning and execution of operations, as well as corporate and program area decision-making.

PBGC'S OWN FINANCES MUST BE SOUND

PBGC's operations are financed by insurance premiums set by Congress and paid by sponsors of PBGC-insured defined benefit pension plans and by investment income. In addition, the Single-Employer Program is funded by assets from pension plans trustee by PBGC and recoveries from the companies formerly responsible for the plans. The Corporation pays benefits based on federal law and the provisions of the plans it trustees. In 2021, ARP added section 4262 of ERISA, which created the SFA Program, covering both administrative and operating expenses, for certain financially troubled multiemployer defined benefit pension plans. This Special Financial Assistance will enable eligible multiemployer plans to pay retirement benefits without reduction for many years into the future. The SFA payments are derived from appropriated funds and financed by general revenues of the Treasury.

Financial Position

The financial status of the Single-Employer Program showed improvement and achieved a positive net position of \$44.6 billion at the end of FY 2023. The Single-Employer Program's financial status has evolved to a positive net financial position which is projected to grow over the next 10 years.

The net financial position of the Multiemployer Program improved during FY 2023 to a positive net position of \$1.5 billion. Estimates from PBGC's FY 2022 Projections Report show that the Multiemployer Program is likely to remain solvent for more than 40 years, primarily due to the enactment of ARP and PBGC's implementation of the final rule for SFA. The SFA Program is expected to protect the benefits of millions of participants in financially troubled plans and to reduce the demand on PBGC to provide traditional financial assistance to insolvent plans.

Financial Soundness and Financial Integrity

The Corporation protects the pensions of over 31 million participants whose plan benefits are valued at more than \$3 trillion. PBGC's two insurance programs, one for single-employer plans and one for multiemployer plans, are designed to protect a guaranteed amount of participants' pension benefits when plans fail. The programs differ significantly in the extent to which plan benefits are funded as well as in the structure and level of PBGC's premium rates and guarantees. In addition to collecting premiums, PBGC exercises care in the management of approximately \$135 billion in total assets. In FY 2023, PBGC attained its 31st consecutive unmodified audit opinion on its financial statements.

Collecting Premiums

Premium rates are set by statute. The Bipartisan Budget Act of 2013, the Multiemployer Pension Reform Act of 2014 (MPRA), the Bipartisan Budget Act of 2015, and the SECURE 2.0 Act of 2022 specify premium rates or premium increases for certain years. In FY 2023, combined premium cash receipts collected totaled \$4.942 billion. Single-Employer Program premium cash receipts collected were \$4.595 billion. Separately, Multiemployer Program premium cash receipts in FY 2023 were \$347 million.

In FY 2023, PBGC continued to enhance the new version of My Plan Administration Account (My PAA), PBGC's online premium filing website, by prioritizing practitioner-based feedback with multiple system updates throughout the fiscal year. Specifically, this included: adding and increasing capability for an authorized plan filing coordinator to establish a filing team member's access and user role permissions to

multiple plans in a single request; revamping the upload process to streamline the submission process if filings are error free; customizing the plan list view to allow users to view, search, and find information from each plan's most recent filing; creating a customizable routing feature that allows filing team members to send or receive a filing notification email indicating the action required to complete the filing submission; and adding the My PAA payment ID to the Filing Details webpage.

Investing Prudently

PBGC investment assets are administered by investment management firms subject to PBGC's investment policies and oversight procedures. Procedures for internal controls, due diligence, and risk management are subject to periodic review. Regular and detailed communication with management firms enables the Corporation to stay informed on matters affecting its investment program. For more information, refer to Section VIII Investment Activities.

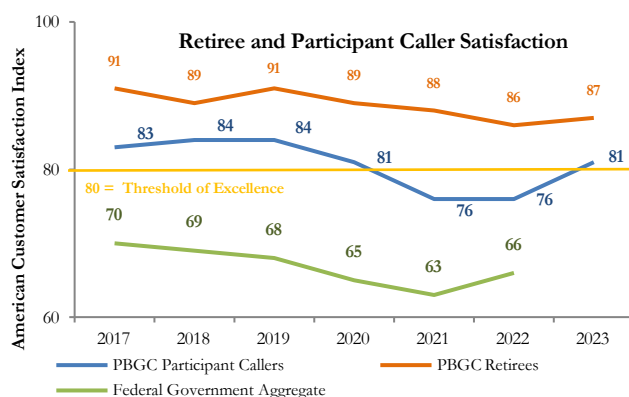
OUTREACH AND CUSTOMER SERVICE

Central to PBGC's mission are its valued customers. In its unwavering commitment to offering the highest level of service, PBGC relies on surveys to actively engage customers, identify opportunities for enhancement, implement procedural refinements, and continually assess satisfaction levels. Survey scoring methodology aligns with the criteria of the American Customer Satisfaction Index (ACSI). In FY 2023, PBGC took proactive measures based on customer feedback to enhance the quality of services rendered.

Retirees and Participants

PBGC's satisfaction score among retirees remains consistently high. Satisfaction surveys indicate that retirees receiving monthly payments from PBGC rated their satisfaction at 87 out of 100.

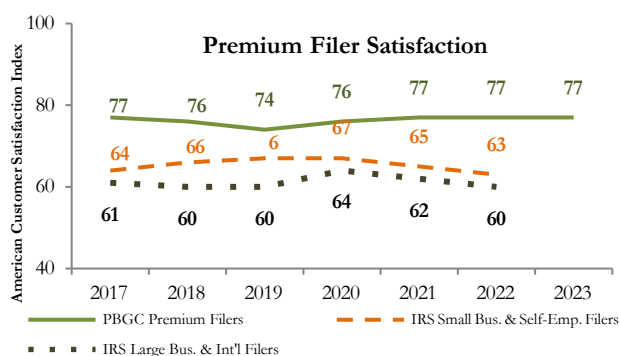
Pension plan participants who engaged with PBGC by phone and participated in a survey provided an overall satisfaction rating of 81 out of 100. This marks a notable improvement over the FY 2022 score of 76. In FY 2023, the increased staffing level of PBGC's Customer Contact Center (CCC) reduced wait times and helped to significantly improve the satisfaction score in comparison to FY 2022.



In FY 2021, PBGC increased the security of its online portal, My Pension Benefit Access (MyPBA), by instituting a multi-factor authentication sign-on solution sponsored by Login.gov. MyPBA achieved a satisfaction score of 54 out of 100 in FY 2023. The improvement of this score over the FY 2022 score of 45 was achieved through the implementation of user-friendly navigation and additional support for users facing challenges in establishing a Login.gov account. PBGC continues to provide constructive feedback to Login.gov while simultaneously seeking avenues for further improvement of the login experience for customers.

Premium Filers

Pension plan sponsors and their practitioners who file premiums with PBGC gave a FY 2023 annual premium filer satisfaction score of 77 out of 100 (same as last year), exceeding the target of 74. This score compared very well to similar functions, such as Internal Revenue Service small-business and self-employed tax filers (65) and large-business and international tax filers (62). Filers gave excellent scores to PBGC's personal service, written communication, and filing process.



My Plan Administration Account (My PAA) is an online application for pension plan practitioners to file premium information and payments with PBGC. The FY 2023 satisfaction score was 69 out of 100 (down three from last year). This score is below the target of 78. Based on My PAA online survey responses, the lower score is due primarily to practitioners continued challenges with the updated My PAA system, especially for infrequent users who use the system once a year.

In FY 2023, PBGC continued to implement new system enhancements to My PAA for the practitioner community. The Corporation made these enhancements to improve the user experience and better align My PAA with information technology industry standards and security upgrades.

ENGAGING WITH CUSTOMERS AND STAKEHOLDERS

PBGC regularly communicates with customers about ongoing activities and news updates. The Corporation uses several communication tools, including PBGC.gov and email notifications to reach its various audiences.

As part of the Corporation's ongoing SFA Program efforts, PBGC continuously published new and updated SFA content on PBGC.gov. In FY 2023, there were nearly 55,000 visits to the Corporation's SFA page. PBGC also published more than 60 SFA-related news releases regarding program activities and plan application approvals. Additionally, the Corporation hosted a webinar on the SFA application filing process for non-priority groups.

PBGC also responded to numerous inquiries from members of Congress — many writing on behalf of their constituents — and various stakeholders.

SUSTAINING THE PROGRAMS

PBGC serves as a source of information about pension and retirement policy. The Corporation implements strategies to strengthen its programs' financial health and continues to successfully manage risks by actively monitoring and reporting on its insurance programs and other relevant information.

Research and Analysis Activities

The Corporation regularly produces analyses and reports on its programs and policy alternatives to its Board of Directors, policymakers, and external stakeholders, including the public. The Pension Insurance Data

Table — a collection of data on PBGC and its insurance programs — is published annually. The Data Table includes multiyear data and statistics about the broader private defined benefit pension system.

PBGC's Projections Report is an annual actuarial evaluation of its future operations and financial status. The report provides 10-year projections of the financial status of both insurance programs under a range of future financial scenarios.

Improvements to the Pension Insurance Modeling System and Related Reports

PBGC's primary forecasting model is the Pension Insurance Modeling System (PIMS). The model is periodically evaluated through a congressionally mandated peer review by outside experts, required under the Moving Ahead for Progress in the 21st Century Act (MAP-21). In FY 2023, PBGC initiated a comprehensive Model Risk Management and governance review of its PIMS forecasting models in an effort to assess and support its model-related goals of conceptual soundness, operational validity, efficacy in functionality and performance, transparency and sufficiency in documentation, and effectiveness in model governance.

The peer reviews provide recommendations to improve the data assumptions and modeling methodology used to produce the PIMS projections. PBGC uses these reviews to improve PIMS. The Corporation also uses PIMS to generate results reported in its annual Projections Report and the budget process, to illustrate the effects of proposed changes to pension law, and to provide other technical assistance to policymakers. PBGC has undertaken a multiyear effort to improve the speed and performance of PIMS.

Enterprise Risk Management

During FY 2023, the Corporation continued to maintain its risk management framework and conducted its annual agency-wide risk assessment, in accordance with Office of Management and Budget (OMB) Circular A-123. As a part of the effort, PBGC assessed entity-specific known and anticipated risks, uncertainties, future events/conditions, and trends that could significantly affect the agency's future financial or operating performance and developed mitigating strategies to address the challenges. This process was in-line with the requirements of OMB Circular A-136.

One of the Corporation's recently identified top entity-wide risks related to the rapid pace and magnitude of change across the government and at PBGC, was precipitated by the relocation of PBGC's headquarters. Additional top risks were associated with the SFA Program, recruiting and retaining staff, technology modernization, and continuing trends away from defined benefit plans. Program offices throughout PBGC worked to review, mitigate, and continuously monitor these risks.

The results of the annual risk assessment found that the Multiemployer Program insolvency and operational planning uncertainty risk were reduced. Additionally, the Government Accountability Office (GAO) removed the high-risk designation for PBGC's insurance programs.

Regulatory and other Guidance Activities

In FY 2023, PBGC issued regulations and other guidance under the SFA Program. PBGC published a final rule, effective on January 26, 2023, that amended the SFA regulation to provide an exception process for the withdrawal liability conditions imposed on plans that receive SFA. PBGC also released on July 19, 2023,

questions and answers that provide guidance on the investment of SFA funds and calculation methodology under the withdrawal liability phase-in condition, and on July 27, 2023, updated the SFA instructions.

PBGC continued to develop other rulemakings and guidance to protect plan participants and minimize burdens on pension plans and plan sponsors.

PBGC published a proposed rule on October 14, 2022, that would prescribe actuarial assumptions under section 4213(a)(2) of ERISA that may be used by a multiemployer plan actuary in determining a participating employer's withdrawal liability. The comment period closed on December 13, 2022, and PBGC plans to publish a final rule that responds to public comments received on the proposed rule.

PBGC published a final rule on July 11, 2023, to increase transparency of PBGC benefits administration for terminated single-employer pension plans that PBGC trustees. The final rule, which became effective on August 10, 2023, makes clarifications and codifies policies involving benefit payments and valuation of plan assets.

On August 7, 2023, PBGC issued Technical Update 23-1, a one-time waiver of the 4010-filing requirement (annual financial and actuarial information reporting requirements under section 4010 of ERISA and 29 CFR part 4010 of PBGC's regulations). The waiver of the reporting requirement for filers meeting specified criteria recognizes the atypical market conditions of late 2022 and early 2023 and the way those conditions impacted plan assets and liabilities for purposes of determining whether a 4010 filing is required. This is a one-time waiver of the reporting requirement for filers meeting specified criteria.

Lastly, PBGC published a proposed rule on August 18, 2023, which would amend its regulation on Allocation of Assets in Single-Employer Plans to update the interest, mortality, and expense assumptions used to determine the present value of benefits for a single-employer pension plan ending in a distress or involuntary termination. The assumptions are also used for certain multiemployer withdrawal liability calculations and for other purposes. The rulemaking included a 60-day public comment period that closed on October 17, 2023.

STRENGTHENING A DIVERSE WORKFORCE AND LEADERSHIP

PBGC continues to be committed to maintaining a diverse and inclusive workplace that ensures alignment with strategic goals and outcomes. In FY 2023, the Corporation continued to focus on strengthening employee performance, increasing leadership engagement, expanding health and wellness programs, and continuing efforts to recruit and retain disabled veterans.

Federal Employee Viewpoint Survey

The 2022 FEVS was administered May 30, 2022, through July 15, 2022. The agency's response rate was 70 percent, up from 66 percent of employees who completed the survey in 2021. The results not only show how PBGC employees rate employee engagement; global satisfaction; and diversity, equity, inclusion, and accessibility (DEIA); but that PBGC ranked number one in each index for small agencies and government wide. PBGC's employee engagement index score, which measures areas including employee development, was 86 percent. The score for this index increased from previous years. The agency's global satisfaction index score, which measures employee satisfaction with jobs, pay, organization, and if they would recommend PBGC as a good place to work, was 83 percent, which also increased from the previous year. The agency's

DEIA index score was 86 percent. As a result of the high index scores, PBGC ranked as Top Agency among small agencies in these categories.

As a result of the FEVS scores, PBGC ranked number two in the small agency category for [Best Places to Work in the Federal Government for 2022](#).

Additionally, PBGC had three business units that ranked in the top 10 subcomponent category out of 432 agency subcomponents:

- The Office of Negotiations & Restructuring ranked number 1.
- The Office of Benefits Administration ranked number 7.
- The Office of Information Technology ranked number 8.

Recruitment and Outreach

As a result of ARP, PBGC continues to expeditiously hire highly skilled employees. The Corporation successfully filled almost 90 percent of the positions. These new positions support the maintenance of the SFA Program, ensuring that retirees in multiemployer plans that receive SFA continue to receive their full plan benefit payments.

PBGC's recruitment efforts include participating in the Office of Personnel Management's (OPM) efforts to improve the Pathways Internship Program. As a result, PBGC has enhanced the experience for interns that will promote growth within the Corporation, leading to an increased number of interns filling permanent federal positions. Additionally, the Corporation's Disabled Veterans Affirmative Action Program (DVAAP) participated in the virtual U.S. Department of Veterans Affairs Job Fair.

PBGC has a robust Workplace Flexibilities Program. In 2023, the Corporation continued increasing its focus on employee services and benefits, and expanding wellness activities to include stress, mental health, childcare, and caregiver tools.

Diversity, Equity, Inclusion, and Accessibility

In FY 2023, the Corporation submitted updates to OMB, OPM, and the Domestic Policy Council (DPC) for the Action Plan for Advancing Racial Equity and Support for Underserved Communities.

The Corporation continued publishing bi-monthly editions of the "Diversity, Equity, Inclusion and Accessibility (DEIA) Digest" to managers and supervisors, with articles highlighting best practices, knowledge of what other agencies are doing, and videos to reinforce DEIA principles and upcoming cultural events.

PBGC delivered 13 DEIA awareness and cultural events.

PBGC conducted a series of listening sessions with the DEIA Council members to gather ideas and information for FY 2024 agency-wide DEIA activities and initiatives. The DEIA Council along with leadership explored ways of "Viewing Diversity Through Various Lenses" to educate and connect the workforce with DEIA. This included two days of enriching videos, facilitating discussions, and engaging dialogues.

PBGC offered 33 DEIA trainings.

To attract a diverse applicant pool, PBGC conducted outreach with organizations serving underrepresented populations, such as Historically Black Colleges and Universities and professional associations. To recruit a workforce representing the Nation's diversity, PBGC continues to attend minority serving events, internship career fairs, and Veterans career fairs to market federal employment opportunities.

Performance Management

PBGC is a performance-based organization. The Corporation's Performance Management Program is focused on more than just the end of year appraisal. PBGC prides itself on translating goals into results, and creating an environment that sustains a healthy and effective results-oriented culture. It all starts with a solid performance plan which is the foundation of a rigorous performance management program. In FY 2023, PBGC reviewed 100 percent of its departments performance plans and provided feedback to managers on plans needing improvements. Additionally, training modules were developed for both employees and managers on performance management to aid in ensuring the employees were educated and well informed on performance matters.

Management and Leadership Development

The Corporation continued its commitment to training and developing its workforce to ensure employees were prepared for the rapid changes in technology and policy. In FY 2023, PBGC's Management & Leadership (M&L) Development Program designed and offered four major learning events that focused on preparing PBGC leadership for leading hybrid teams, addressing the challenges posed by the future of work, and building trust and promoting collaboration in a remote work environment. The Leadership/Executive Coaching Program continues to be popular and highly successful.

Equal Employment Opportunity

The Office of Equal Employment Opportunity (OEEO) is responsible for providing leadership in the development, implementation, and evaluation of the Equal Employment Opportunity (EEO) programs and services within PBGC. The office provides technical guidance, advice, and equal opportunity support services to PBGC employees and job applicants, regarding the federal government's equal opportunity program. OEEO continues to build a Model EEO Program.

The Corporation met its annual requirements to conduct barrier analysis in an effort to identify and mitigate barriers to equal employment opportunity and to develop programs that support equal employment opportunity.

The Affirmative Employment Program (AEP) sponsored by the OEEO continued to promote equal employment opportunity by identifying discriminatory employment policies, practices, and procedures that impede equal employment opportunity for all workforce demographics.

The AEP Team presented numerous PBGC-wide events and activities that support equal employment opportunity, including the innovative YOUniversity, a Bias Awareness Program administered by OEEO.

SAFEGUARDING CUSTOMERS' INTERESTS

Participant and Plan Sponsor Advocate

The PBGC Participant and Plan Sponsor Advocate (the Advocate), selected by PBGC's Board of Directors (the Board) and responsible to the Board and Congress, acts as a liaison among PBGC, sponsors of insured defined benefit plans, and participants in PBGC-trusted plans. The duties of the Office of the Advocate include advocating for the full attainment of the rights of participants in trusted plans, as well as assisting participants and plan sponsors in resolving disputes with the Corporation. The Advocate also identifies areas where participants and plan sponsors have problems dealing with PBGC and may propose changes in PBGC's administrative practices and recommend legislative changes to mitigate problems.

The Advocate submitted the statutorily required annual report to PBGC's congressional committees of jurisdiction, the Board, and PBGC's Director on December 31, 2022. The report noted that PBGC had made many changes and improvements over the years in response to the Advocate's recommendations and observations, yet certain systemic issues persist, presenting themselves in different forms through various participant and plan sponsor assistance requests. Additionally, the report noted that the Corporation needs to understand internal inefficiencies and how interdepartmental coordination can be maximized. The report also noted that understanding this will enhance the Corporation's ability to review PBGC's critical processes and procedures to ensure that participant and plan sponsor cases are resolved in a timely and transparent manner, particularly when a matter involves multiple departments within the Agency. The report also indicated that PBGC has done good work in implementing its SFA Program.

Strengthening E-Government and Information Technology

PBGC's Office of Information Technology (OIT) published the FY 2022-2026 PBGC IT Strategic Plan. Driven by evidence and data, the plan aligns with PBGC's strategic vision and goals, and reflects IT support for PBGC's business units short and long-term plans. As described in the plan, OIT focusses on strategic thinking, collaborative business partnerships, and innovative IT solutions that support the PBGC's mission.

Partnering with the Workplace Solutions Department (WSD), OIT played a pivotal role supporting the PBGC's Return to Office initiative at the new Portals II headquarters in FY 2023. From entering the building, to workspace arrival, to circulating and navigating around the building, OIT and WSD organized the headquarters environment to welcome returning workforce and to mitigate and manage risks. For example, OIT and WSD released episodes of the Portals II headquarters animated mini-series that provided employees and contractors with workplace protocols to include workspace direction, navigating Portals II security, and geographically familiarizing PBGC workforce with the new internal and external environment.

Further demonstrating partnerships and adaptation to flexible work strategies, OIT and the Office of Management and Administration collaboratively developed a customized Reservation Onsite Workspace system for PBGC workspace reservation management. The solution supports the Corporation's telework strategy through enabling as-needed workspace reservations.

Ensuring all pertinent IT systems were functioning properly, OIT adapted the IT infrastructure to facilitate the transition to Portals II headquarters, to include relocating technology and infrastructure and modernizing the IT in workspaces, conference rooms, and common areas.

OIT bolstered its modernization efforts by successfully completing Phase 3 of the Benefit Calculation and Valuation (BCV) project. Modernizing BCV improved participants customer service, enhanced application security, and optimized PBGC internal operation efficiencies. Additionally, significant progress was made with IT Modernizations such as Case/Legal Management System, BCV Phase 4 which included online benefit estimates capability for select participants, and replacing U.S. Environmental Protection Agency's FOIAOnline system with a new solution which are scheduled to go live by year end. Continued progress is being made with the Transformational Pension Insurance Modeling System and Acquisition Management System modernizations. Detailed modernization data are available at [IT Modernization](#) Projects on PBGC.gov.

PBGC's Chief Data Officer (CDO) and the Data Governance Board (DGB) continued to implement the Foundations for Evidence Based Policymaking Act. To improve the Corporation's ability to leverage data as a strategic asset and account for data assets across the Corporation, the CDO and DGB developed a comprehensive data inventory (CDI). The CDI supports the Corporation's data maturation efforts through unifying agency data and enabling opportunities for traditional and emerging analytical methods.

OIT completed all quarterly and annual OMB FY 2023 Annual Federal Information Security Modernization Act (FISMA) Reports. Notably, for the third consecutive year, PBGC obtained an overall Office of Inspector General (OIG) FISMA rating of "Effective/Managed-Risk" for its information security program.

Ensuring Ethical Practices

In FY 2023, PBGC continued to ensure that all employees received initial ethics training within 90 days of their date of hire and that separating employees had the opportunity to meet with an ethics counselor to discuss the rules on post-employment activities. All public financial-disclosure filers and other designated employees received annual ethics training during the fiscal year. PBGC's ethics team continued its "Ethics in Brief" email notices to all PBGC employees on ethics issues arising out of holiday activities and provided informational guidance regarding the Hatch Act.

Protecting Privacy Interests

PBGC's Privacy Program implements the requirements that all federal agencies must meet under the Privacy Act, which governs the collection, maintenance, use, and dissemination of information about individuals that is maintained in systems of records by federal agencies. PBGC's Privacy Program protects the personally identifiable information (PII) it maintains on participants, beneficiaries, employees, and contractors by educating its workforce on the applicable laws and regulations, implementing various controls, and limiting the amount of PII collected and maintained.

As the primary means of achieving this goal in FY 2023, the Privacy Office continued embedding privacy experts within various integrated project teams related to ongoing and new technology modernizations, data migrations, and commercial software/technology procurements. The Privacy Office has partnered with the OIT in assessing emerging technologies such as generative artificial intelligence products for use at PBGC.

The Privacy Office also established a new Privacy Common Control baseline that is aligned with the recent update to the NIST 800-53 Rev 5, "Assessing Security and Privacy Controls for Information Systems and Organizations." Additionally, the Privacy Office continued its partnership with PBGC's Enterprise Cybersecurity Department which strengthens the relationship between security and privacy by ensuring the

right controls are working and effective. Going forward, the Privacy Office will prioritize privacy-related performance measures and technology-enabled strategies and develop more specific metrics and performance measures.

Strengthening Transparency & Disclosure

PBGC continued its commitment to transparency and accountability by ensuring agency-wide compliance with the Freedom of Information Act (FOIA). In FY 2023, PBGC received 2,682 and processed more than 2,643 requests while maintaining a median processing time of 17 working days, three days under the statutory time-limit. The Disclosure Division continued a 10-year history of ending the fiscal year with zero backlogged requests or appeals; less than 0.01 percent of requests were appealed and no initial disclosure determinations were completely overturned. The division conducted 45 virtual training sessions to promote efficiency and accuracy, and co-created corporate-wide outreach and awareness, achieving cultural compliance with FOIA. The Disclosure Division was recognized by the Department of Justice, which awarded the Disclosure Division the 2023 Exceptional Service Award in appreciation of exemplary performance by a team of agency professionals in helping to carry out the agency's administration of FOIA, while receiving a score of 100 percent from DOJ for compliance.

The Disclosure Division continued to focus on citizen-centered service by maximizing the use of technology and human capital management to maintain agency transparency. The Disclosure Division continued to support the SFA Program's transparency efforts by conducting commercial, financial, and PII reviews of 103 SFA applications prior to publishing the applications to PBGC.gov.

INDEPENDENT EVALUATION OF PBGC PROGRAMS

PBGC programs are regularly subject to independent evaluations that help the Corporation remain true to its mission and accountable for services provided to the public. To maintain high standards of stewardship and accountability, PBGC continues to strengthen controls over operations and compliance with laws and regulations.

Office of Inspector General

PBGC places a strong emphasis on diligently addressing the OIG's audit recommendations. To facilitate timely completion and closure of such recommendations, regular status reports are issued to executive management to assist in monitoring corrective actions. Once work on recommendations is completed, the Corporation provides evidence documenting the corrective actions taken for the OIG review.

PBGC is committed to addressing the OIG recommendations in a timely manner. During FY 2023, PBGC closed 34 audit recommendations. Also, during FY 2023, PBGC received 33 new audit recommendations, resulting in 34 open at the end of FY 2023.

PBGC's OIG oversaw the annual financial statement audit completed by independent public accounting firm, Ernst & Young LLP. In addition, during FY 2023, the OIG performed other audits and evaluations, including the following:

- **Audit of the Pension Benefit Guaranty Corporation's Fiscal Year 2022 and 2021 Financial Statements (AUD-2023-02), issued November 15, 2022.** In this report, the OIG stated this is the 30th consecutive unmodified financial statement audit opinion.
- **Evaluation of Hotline Compliances Regarding a PBGC Contract (EVAL-2023-04), issued November 22, 2022.** The OIG received two hotline complaints that alleged fraud regarding a PBGC Contract. The OIG determined the fraud allegations in the complaints were unsubstantiated. However, the OIG found two concerns related to PBGC's oversight of the labor-hour contacts that warrant management action. Specifically, a contracting officer's representative (COR) approved invoices without verifying supporting documentation. As a result of the lack of adequate COR oversight, the labor hours charged to the two task orders and paid by PBGC may not be accurate. The OIG made two recommendations to the Corporation. Corrective actions to address one of the recommendations has been completed and submitted to the OIG for review and the corrective actions are ongoing for the remaining recommendation.
- **PBGC Should Exclude Deceased Terminated Vested Participants from SFA Calculations (EVAL-2023-05), issued March 22, 2023.** PBGC continues to strengthen its internal controls, policies, and procedures, to maintain high standards of stewardship, accountability, and integrity within its programs. Furthermore, PBGC has revised its guidance and application instructions to strengthen the Special Financial Assistance (SFA) Program. The OIG made six recommendations to the Corporation, three of which are closed. Corrective actions for two of the recommendations have been submitted to the OIG for review and corrective actions are ongoing for the remaining recommendation.
- **PBGC Should Improve Its Special Financial Assistance Review Procedures (EVAL-2023-08), issued February 24, 2023.** Since the OIG's review, PBGC completed its risk assessment of the SFA Program and refined its SFA application review procedures. The OIG made eight recommendations to

the Corporation, four of which are closed. Corrective actions for the four remaining recommendations have been submitted to the OIG for review.

- **Evaluation of PBGC's Fiscal Year 2022 Compliance with the Payment Integrity Information Act of 2019 (EVAL-2023-09), issued May 18, 2023.** As required by the Payment Integrity Information Act of 2019 (PIIA), the OIG reviewed PBGC's compliance with improper payment reporting requirements. For FY 2022, the OIG determined that PBGC complied with the applicable PIIA requirements outlined in M-21-19, Transmittal of Appendix C to OMB Circular A-123, Requirements for Payment Integrity Improvement, dated March 5, 2021. However, PBGC did not include a hyperlink to [PaymentAccuracy.gov](https://www.paymentaccuracy.gov) in the Annual Financial Report for access to the accompanying materials. The OIG made one recommendation and corrective actions are ongoing.
- **Audit of PBGC's Review of Initial Special Financial Assistance Applications (AUD-2023-11), issued June 30, 2023.** OIG assessed whether PBGC adequately reviewed applications for SFA prior to approving them. For the three applications reviewed, OIG found that PBGC had many procedures in place to review SFA applications, including eligibility checks, completeness checks, actuarial and business assumption reviews, actuarial calculation reviews, legal reviews of plan amendments, and reviews by upper management. Upon examining application files in PBGC's TeamConnect system, OIG verified all three plans in its sample submitted documentation required by PBGC. OIG also verified PBGC performed its eligibility checks, completeness checks, and legal reviews of plan amendments, and documented these steps in the concurrence packages. Finally, OIG confirmed that each of the three plans was eligible for SFA. However, OIG found the following areas for PBGC to improve in its review of SFA applications. First, PBGC should better document its analysis of potential application issues and management concurrence regarding the resolution of those issues to better ensure management oversight. Second, to improve PBGC's ability to detect discrepancies in plan calculations for suspended benefits and a plan's reported Contribution Base Unit (CBU) history, the Corporation should develop and implement additional controls to assess plan calculations for previously suspended benefits and a plan's reported CBU history. The OIG made three recommendations and corrective actions are ongoing.

For more information about the OIG's work in promoting accountability in PBGC operations, visit oig.pbgc.gov.

Government Accountability Office (GAO)

In its April 2023 High-Risk Series Report, GAO removed the insurance programs from the High-Risk List. In that Report, GAO noted that while currently financially healthy, the Single-Employer Program will continue to face potentially substantial financial risks and that PBGC's experience shows that the financial position of the program can change quickly and precipitously. Similarly, GAO noted that although SFA significantly extended the life of the Multiemployer Program, the Multiemployer Program still faces fundamental financial risks, such as inadequate plan funding, premiums that do not fully cover the cost of insurance, and uncertainty regarding future investment returns. GAO stated that it will continue to monitor the insurance programs' finances and other issues. PBGC also monitors progress in addressing GAO recommendations. As of September 30, 2023, PBGC had no open GAO recommendations. For more information about GAO's work on pensions and retirement security issues, visit [GAO.gov](https://www.gao.gov).

PBGC FY 2025 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 enhance 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. PBGC publishes an annual performance report of the agency's accomplishments. The framework is consistent with requirements outlined in the Government Performance and Results Modernization Act of 2010.

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

[*PBGC FY 2022-2026 Strategic Plan*](#)

To view the PBGC FY 2023 Annual Performance Report, please visit:

[*FY 2023 PBGC Annual Report*](#)

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

Strategic Goal 1

Preserve Plans and Protect the Pensions of Covered Workers and Retirees

Strategic Objectives	Performance Strategies
1. Encourage the continuation and maintenance of pension plans	<ul style="list-style-type: none"> Engage with employers, workers, and pension practitioners to encourage pension plan continuation and strengthen retirement security Provide timely, concrete, and practical guidance to multiemployer plans on the implementation of mergers, partitions, and alternate withdrawal liability proposals to reduce employer risk, while preserving plans and benefits Maintain a regulatory environment that serves the interests of stakeholders and minimizes the burdens of sponsoring a plan 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)
2. Protect workers and retirees when plans are at risk	<ul style="list-style-type: none"> Preserve plans during bankruptcy and other corporate transactions Protect the retirement security of workers and retirees and the interest of premium payers in federal courts Provide technical assistance, analysis, and options to policymakers and Congress to maintain the financial stability of PBGC's insurance programs Continue to provide financial assistance to insolvent multiemployer plans
3. ARP Implementation, regulations, guidance to multiemployer plans, and technical assistance to Congress	<ul style="list-style-type: none"> Research and forecast insurance program activities 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 Provide confidential technical assistance, analysis, and options to Congressional and Executive Branch policy makers to improve the financial stability of PBGC's insurance programs Review applications for Special Financial Assistance (SFA) from eligible multiemployer plans and requests for financial assistance from insolvent multiemployer plans Deliver data tables and the Projections Report to Congress and stakeholders Provide stakeholder education and outreach through meetings with stakeholders Continue to provide financial assistance and provide SFA to multiemployer plans

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

Goal Leaders: Chief of Negotiations and Restructuring/Chief Policy Officer/General Counsel

Performance Area (\$ in thousands)		FY 2023	FY 2024	FY 2025
Pension Insurance	Total Funding	94,603	95,829	96,982
	Total Full-time Equivalent (FTE)	230	227	227

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 Goal(s):	Performance Strategies:
<ul style="list-style-type: none"> • Receive stakeholder input • Provide technical assistance and practical guidance to plan sponsors on the implementation of proposed options to reduce risks, while preserving plans and benefits • Perform rigorous cost-benefit analysis • Prioritize simplification and transparency • Research and implement improvements each year to PBGC's communications (including PBGC.gov) in response to customer feedback and key performance indicators • Provide stakeholder education and outreach by holding meetings with participant groups, plan sponsors, practitioner groups, industry associations, and other interested stakeholders • Provide data-driven communications to stakeholders based on the latest pension research, data, and projections • Inform practitioners and other stakeholders of key new regulations through speaking engagements at stakeholder conferences and meetings 	<ul style="list-style-type: none"> • Engage with employers, participants, and pension practitioners to encourage pension plan continuation and strengthen retirement security • 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 • Support a regulatory environment that serves stakeholders and minimizes the burdens of sponsoring a plan • Educate and inform the multiemployer community (participants, plan sponsors, and other stakeholders) on the ARP and the implementation of the SFA Program • Inform stakeholders about provisions of key regulatory proposals and enacted legislative changes • Develop and sustain strong communications with Congress • Support Congressional and Executive Branch policymakers in providing technical assistance regarding PBGC's programs • Work with stakeholders to promote understanding of major program risks and possible mitigation strategies • Serve as a resource for pension policy analysis and pension research products, education, and guidance

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

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| | <ul style="list-style-type: none">• Develop an annual Projections Report on the future status of the Single-Employer and Multiemployer Programs• 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 |
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What actions will you take in FY 2025 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 analysis and research products.

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

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:				
<ul style="list-style-type: none"> Protect pensioners by proactively monitoring PBGC's largest exposures for transactions that may pose substantial risks to participants and retirees Ensure all plans identified in the statistical sample are opened for audit during the year to ensure that participants receive their full retirement benefits Represent PBGC's interests in all bankruptcy cases involving defined benefit pension plans 	<ul style="list-style-type: none"> Preserve plans during plan sponsor bankruptcies and other corporate transactions Protect the retirement security of workers and retirees and the interests of premium payers in federal courts Provide confidential technical assistance, analysis, and options to policymakers and Congress to improve the financial stability of the Multiemployer Program Continue to provide financial assistance to insolvent multiemployer plans 				
Performance Measures and Targets	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
Reportable events resolved within 30 days	100% (95%)	100% (95%)	100% (95%)	N/A (95%)	N/A (95%)
Percent of termination recommendations approved by senior Agency officials	100% (90%)	100% (90%)	100% (90%)	N/A (90%)	N/A (90%)
Standard termination audits completed	246 (300)	242 (250)	232 (225)	N/A (225)	N/A (225)
What actions will you take in FY 2025 to achieve the targets described above? <ul style="list-style-type: none"> Reportable Events – Ensure sufficient staff are assigned to the processing of reportable events to meet the target time frame. Also, continue submission of reportable events electronically by pension plan sponsors via mandatory e-filing portal (that is linked directly to a database). This improves the Corporate Financing and Restructuring Department's (CFRD) ability to resolve events in a timely manner. Termination Recommendations – Maintain use of a multi-layered review process for termination recommendation (as detailed in CFRD annual Federal Managers Financial Integrity Act, FMFIA, statement). CFRD will continue to rely on this process to produce well-documented and supported recommendations. Standard Termination Audits – Supervisors monitor case submissions to ensure a consistent inventory of audits to review and close. Management will periodically evaluate audit closing counts and shift resources as needed to 					

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

enable meeting the goal of 225 completed audits. Additionally, a supervisor/technical reviewer will continue to examine each audit performed to ensure compliance with PBGC regulations, relevant Internal Revenue Service (IRS) rules and regulations, and plan provisions.

Multemployer 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.

Performance Goal(s):	Performance Strategy:				
<ul style="list-style-type: none"> • Deliver annual Projections Report on the future status of the Single-Employer and Multiemployer Programs • Deliver guidance to plans that may be eligible for SFA and process plan applications promptly • Publish annual pension data to educate stakeholders on the Single-Employer and Multiemployer Programs • Educate and inform the multiemployer community on the effects of ARP • Monitor all multiemployer plans that receive special and regular financial assistance for compliance with laws and regulations • 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 	<ul style="list-style-type: none"> • Research and forecast insurance program activities • 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 • Provide confidential technical assistance, analysis, and options to Congressional and Executive Branch policy makers to improve the financial stability of PBGC's insurance programs • Review applications for SFA from eligible multiemployer plans and requests for financial assistance from insolvent multiemployer plans • Deliver data tables and the Projections Report to Congress and stakeholders • Provide stakeholder education and outreach through meetings with stakeholders • Continue to provide financial assistance and provide SFA to multiemployer plans 				
Performance Measures and Targets	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
Number of SFA applications processed (approved or denied) for ME plans within 120-day statutory deadline (revised)	N/A (N/A)	30 (Baseline)	70 ¹ (40)	N/A (40)	N/A (40)

¹ Includes 35 supplemented applications.

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

What actions will you take in FY 2025 to achieve the targets described above?

- In FY 2025 ONR will closely monitor the pace at which SFA applications are reviewed and completed to ensure progress toward overall goals. Adjustments to process, staffing, and support levels will be made to the extent necessary.

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

Strategic Goal 2

Pay Pension Benefits on Time and Accurately

Strategic Objectives (SO)		Performance Strategies		
4. Unite more missing participants with their pensions		<ul style="list-style-type: none">Attempt to locate Missing Participants on a regular basis		
5. Ensure regular monthly benefit payments continue without interruption		<ul style="list-style-type: none">Continue uninterrupted benefit payments in newly trusteeed plansProcess benefit applications timelyPrioritize processing plans with greatest number of participants		
6. Provide accurate and timely benefit calculations		<ul style="list-style-type: none">Improve the timeliness and completeness of benefit determinationsProvide a timely and efficient appeals process for PBGC benefit determinationsResolve appeals quickly and fairly		
Goal Leaders: Chief of Benefits Administration/Chief Policy Officer/General Counsel				
Performance Area (\$ in thousands)		FY 2023	FY 2024	FY 2025
Pension Plan Termination	Total Funding	199,479	212,801	210,345
	Total FTE	328	323	323

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

Benefit Administration activities support Strategic Objective 4 (Unite more missing participants with their pensions) by attempting to locate Missing Participants on a regular basis. Results are measured through the following Performance Goals, Strategies, and Measures.

Performance Goal(s):	Performance Strategy:				
<ul style="list-style-type: none"> Send an annual outreach letter to Missing Participants with unclaimed benefits of \$1,000 or more, age 65 and over, notifying them of their benefits 	<ul style="list-style-type: none"> Attempt to locate Missing Participants on a regular basis 				
Performance Measures and Targets	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
Percent of Missing Participants with unclaimed benefits of \$1,000 or more, age 65 and over, sent annual notification letter of benefits Note: New measure for FY 2023	N/A (N/A)	N/A (N/A)	64% (50%)	N/A (80%)	N/A (90%)
What actions will you take in FY 2025 to achieve the targets described above? <ul style="list-style-type: none"> Regular monitoring of the missing participant program. 					

Benefit Administration activities support Strategic Objective 5 (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:				
<ul style="list-style-type: none"> Approve benefit applications within 45 days 	<ul style="list-style-type: none"> Process benefit applications timely 				
Performance Measures and Targets	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
Percent of benefit applications approved within 45 days	76% (87%)	85% (87%)	98% (87%)	N/A (87%)	N/A (95%)
First payment delivered on requested annuity start date 90 percent of the time	N/A (N/A)	N/A (N/A)	N/A (Removed)	N/A (Removed)	N/A (Removed)
What actions will you take in FY 2025 to achieve the targets described above?					

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

- Regular monitoring of applications in process.

Final Benefit Determination activities support Strategic Objective 6 (Provide accurate and timely benefits calculations) by estimating initial benefit amounts when pension plans are trusted 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:				
<ul style="list-style-type: none"> • Ensure that the average time in years to issue a benefit determination (time between trusteeship and benefit determination issuance) is 4.5 years 		<ul style="list-style-type: none"> • Improve the timeliness and completeness of benefit determinations 				
Performance Measures and Targets		FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
Average time in years to issue a benefit determination (time between trusteeship and benefit determination issuance) is 4.5 years		5.9 (5.0)	4.1 (4.5)	4.4 (4.5)	N/A (4.5)	N/A (4.5)
What actions will you take in FY 2025 to achieve the targets described above? <ul style="list-style-type: none"> • Prioritize plans based on age and size, assign resources, and monitor progress. 						

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

Initial Benefit Estimation activities support Strategic Objective 6 (Provide accurate and timely benefits calculations) by estimating initial benefit amounts when pension plans are trusted 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:				
<ul style="list-style-type: none"> Provide estimated benefits within 10 percent of the final benefit determination 95 percent of the time 	<ul style="list-style-type: none"> Improve the accuracy of benefit determinations 				
Performance Measures and Targets	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
Estimated benefits within 10 percent of the final benefit determination 95 percent of time	98% (95%)	97% (95%)	96% (95%)	N/A (95%)	N/A (95%)
What actions will you take in FY 2025 to achieve the targets described above? <ul style="list-style-type: none"> Continue to monitor estimated benefits to assure accuracy. 					

The Appeals Program supports Strategic Objective 6 (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:				
<ul style="list-style-type: none"> Resolve majority of appeals within one year 	<ul style="list-style-type: none"> Provide a timely and efficient appeals process for PBGC benefit determinations Resolve appeals quickly and fairly 				
Performance Measures and Targets	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
Percentage of appeals resolved within 365 days	97% (90%)	94% (90%)	93% (90%)	N/A (90%)	N/A (90%)
What actions will you take in FY 2025 to achieve the targets described above? <ul style="list-style-type: none"> The Appeals Division has a fixed staff with fluctuating workload. Based on current inventory and expected FY 2024 and FY 2025 incoming appeals, the FY 2024 and FY 2025 target of closing 90 percent of all appeals in 365 days is achievable. The FY 2024 and FY 2025 target of 90 percent is reasonable based on current workload. 					

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

Strategic Goal 3

Maintain High Standards of Stewardship and Accountability

Strategic Objectives (SO)	Performance Strategies
7. Provide an excellent customer experience by providing excellent service	<ul style="list-style-type: none"> • 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.) • Seek opportunities to reach out to retirees and pension participants with disabilities, limited English proficiency, and limited access to internet
8. 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 style="list-style-type: none"> • Manage investments prudently consistent with investment policy • Collect insurance premiums due • Continue to monitor the efficient use of PBGC’s cash flows • Maintain a robust control environment that will prevent, detect, and recover improper payments • Conduct quality due diligence on the PBGC investment portfolios
9. Maintain effective Information Technology (IT) Security	<ul style="list-style-type: none"> • Maintain adequate IT Security posture based on National Institute of Standards and Technology (NIST) guidance and implement Department of Homeland Security (DHS) Cybersecurity Directives • Ensure ongoing authorization of all Federal Information Security Modernization Act (FISMA) reportable system by overseeing information security continuous monitoring (ISCM) • 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 • Respond to OMB M-22-09 Moving the U.S. Government Toward Zero Trust Cybersecurity Principles pertaining to zero trust architecture implementation • Fully integrate identify and credential access management (ICAM) solutions

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

10. Retain a highly skilled workforce	<ul style="list-style-type: none"> • Train a high-quality multidisciplinary workforce • Train supervisors and managers on managing telework employees • Increase and develop innovative virtual management training • Support supervisors and managers on managing employee performance • 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)
11. Encourage and support a diverse and inclusive work environment that encourages employee engagement	<ul style="list-style-type: none"> • 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
12. Strengthen transparency, disclosure, and communication	<ul style="list-style-type: none"> • 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
13. Strengthen enterprise risk management (ERM)	<ul style="list-style-type: none"> • Educate and inform stakeholders on the impact of entity-wide risks
14. Strengthen contractor oversight to reduce enterprise-wide risks	<ul style="list-style-type: none"> • Continue to improve accountability of acquisition processes

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

Goal Leaders: Chief Management Officer/Chief Financial Officer/ Chief Information Officer/General Counsel/Chief Policy Officer				
Performance Area (\$ in thousands)		FY 2023	FY 2024	FY 2025
Operational Support	Total Funding	190,638	204,271	206,737
	Total FTE	410	420	420

Customer Experience and Service measurement activities support Strategic Objective 7 (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:				
PBGC actions result in achievement of: <ul style="list-style-type: none"> 78 or higher customer satisfaction score on PBGC's online premium filing tool, My Plan Administration Account (My PAA), by 2026 74 or higher on PBGC's premium filer customer satisfaction survey by 2026 	<ul style="list-style-type: none"> 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 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
PBGC's actions result in satisfaction scores that meet or exceed targets for My PAA Online survey	71 (80)	72 (80)	69 (78)	N/A (78)	N/A (78)
PBGC's actions result in satisfaction scores that meet or exceed targets for Premium Filer survey	77 (74)	77 (74)	77 (74)	N/A (74)	N/A (74)
What actions will you take in FY 2025 to achieve the targets described above? <ul style="list-style-type: none"> 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. 					

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

Customer Experience and Service Participant activities support Strategic Objective 7 (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 style="list-style-type: none">Achieve scores that meet or exceeds the targets on all three Customer Satisfaction surveysFrequently promote equity through customer outreach and communication, identifying and educating at-risk elderly customers	<ul style="list-style-type: none">Research and implement improvements each year to PBGC’s communications in response to customer feedback and key performance indicators (e.g., surveys, etc.)Seek opportunities to reach out to retirees and pension participants with disabilities, limited English proficiency, and limited access to internet				
Performance Measures and Targets	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
PBGC’s Retiree customer satisfaction survey score	88 (90)	86 (90)	87 (90)	N/A (90)	N/A (90)
PBGC’S MyPBA customer satisfaction survey score	64 (77)	45 (77)	54 (77)	N/A (77)	N/A (65)
PBGC’s Participant Caller satisfaction survey score	76 (85)	76 (83)	81 (83)	N/A (83)	N/A (83)
What actions will you take in FY 2025 to achieve the targets described above?					
<ul style="list-style-type: none">Continue use of existing customer service best practices.					

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

Financial Operations activities support Strategic Objective 8 (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 Strategy:				
<ul style="list-style-type: none"> Attain an unmodified audit opinion on annual financial statements 	<ul style="list-style-type: none"> Collect insurance premiums due Continue to monitor the efficient use of PBGC's cash flows 				
Performance Measures and Targets	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
PBGC's actions will result in an unmodified Financial Statement Audit	Yes (Yes)	Yes (Yes)	Yes (Yes)	N/A (Yes)	N/A (Yes)
What actions will you take in FY 2025 to achieve the targets described above? <ul style="list-style-type: none"> 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 8 (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 Strategy:				
<ul style="list-style-type: none"> Compliance with the Payment Integrity Information Act of 2019 (PIIA) to prevent, detect, and recover improper payments 	<ul style="list-style-type: none"> Maintain a robust control environment that will prevent, detect, and recover improper payments 				
Performance Measures and Targets	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
PBGC's actions will result in compliance with the Payment Integrity Information Act of 2019 (PIIA)	Yes (Compliance with PIIA)	Yes (Compliance with PIIA)	Yes (Compliance with PIIA)	N/A (Compliance with PIIA)	N/A (Compliance with PIIA)

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

What actions will you take in FY 2025 to achieve the targets described above?

- Conduct payment integrity risk assessments on selected payment streams.

Corporate Investment activities support Strategic Objective 8 (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 trusted by the PBGC and for assets managed by the Corporation. Results are measured through the following Performance Goals, Strategies, and Measures.

Performance Goal(s):	Performance Strategy:				
<ul style="list-style-type: none"> • Comply with the asset allocation set forth in the Investment Policy Statement 	<ul style="list-style-type: none"> • Manage investments prudently and consistent with investment policy • Conduct quality due diligence on the PBGC investment portfolios 				
Performance Measures and Targets	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
PBGC's actions result in compliance with asset allocation listed in current Investment Policy Statement	Yes (Yes)	Yes (Yes)	Yes (Yes)	N/A (Yes)	N/A (Yes)

What actions will you take in FY 2025 to achieve the targets described above?

- Continue to meet the requirements under the Board-approved Investment Policy Statement (IPS).

Information Technology activities support Strategic Objective 9 (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 style="list-style-type: none"> • 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 • Align agency resources to ensure 100 percent active compliance with 	<ul style="list-style-type: none"> • Maintain adequate IT Security posture based on NIST guidance and implement DHS Cybersecurity Directives • Ensure on-going authorization of all FISMA reportable system by overseeing ISCM • Fully comply with quarterly/annual FISMA reporting requirements per OMB guidance to maintain awareness of cybersecurity program performance and deficiencies • Prioritize Executive Order 14028 initiatives

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

Executive Order 14028 requirements and the corresponding agency reporting	<ul style="list-style-type: none"> Respond to OMB M-22-09 Moving the U.S. Government Toward Zero Trust Cybersecurity Principles pertaining to zero trust architecture implementation Fully integrate ICAM solutions 				
Performance Measures and Targets	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
Conduct OMB RMA (No longer a measure, Cybersecurity & Infrastructure Security Agency discontinued use of RMA in 2021)	Yes (Managing Risk)	N/A (Discontinued)	N/A (Discontinued)	N/A (Discontinued)	N/A (Discontinued)
Maintain or exceed a level 4 rating on the CMM Rating/IG FISMA Evaluation (New measure replaces OMB RMA)	Yes (Managing Risk)	Yes (CMM Rating 4 Effective)	Yes (CMM Rating 4 Effective)	N/A (CMM Rating 4 Effective)	N/A (CMM Rating 4 Effective)
What actions will you take in FY 2025 to achieve the targets described above? <ul style="list-style-type: none"> 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 10 (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 style="list-style-type: none"> Increase leadership understanding of Diversity, Equity, Inclusion, and Accessibility Increase management participation in training on managing teleworking employees by 10 percent 	<ul style="list-style-type: none"> Train and educate supervisors and managers on the impacts of Diversity, Equity, Inclusion, and Accessibility (DEIA) Train a high-quality multidisciplinary workforce Train supervisors and managers on managing telework employees Increase and develop innovative virtual management training

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

<ul style="list-style-type: none"> • 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 • Provide 10 virtual Work Life and Wellness Programs annually 		<ul style="list-style-type: none"> • Support supervisors and managers on managing employee performance • Incorporate in the monthly Work Life and Wellness themes with live virtual webinars hosted through FOH and Work Life for You • Provide live webinars and Department training for EAP services • Update respective policies, e.g., SLRP 			
Performance Measures and Targets	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
Provide a minimum of two DEIA trainings or informational communications to supervisors and managers	2 (2)	8 (4)	7 (2)	N/A (2)	N/A (2)
Conduct a minimum of two performance and employee conduct trainings	18 (2)	44 (2)	115 (2)	N/A (2)	N/A (2)
Participate in a minimum of two targeted job fairs	4 (2)	7 (2)	4 (4)	N/A (4)	N/A (4)
Provide work-life balance and wellness events	97 (25)	93 (25)	108 (25)	N/A (25)	N/A (25)
Conduct a minimum of two managing telework employee trainings	N/A (N/A)	4 (2)	3 (2)	N/A (2)	N/A (2)
Promote retention incentives	N/A (N/A)	5 (2)	5 (2)	N/A (2)	N/A (2)
What actions will you take in FY 2025 to achieve the targets described above? <ul style="list-style-type: none"> • Broaden utilization of the Student Loan Repayment Program. • Host management round tables to address specific management concerns. • Continue to research and implement best practices for work-life balance initiatives. 					

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

Office of Equal Employment Opportunity (OEEO) activities support Strategic Objective 11 (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:				
<ul style="list-style-type: none"> 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 		<ul style="list-style-type: none"> 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 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 				
Performance Measures and Targets		FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
Increase gradually – half percent each year until grade representation for these groups increases in GS-15 and SL		No (Yes)	No (Yes)	No (Yes)	N/A (Yes)	N/A (Yes)
What actions will you take in FY 2025 to achieve the targets described above? <ul style="list-style-type: none"> Continue to conduct barrier analysis with special emphasis on analysis of demographics for GS-15 and SL that have not made incremental increases and/or declined in representation over a 3-year period to identify potential barriers to equal employment opportunity. Conduct annual management briefings and 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 Bias Awareness Trainings and programs that support inclusivity in an effort to guide individuals in identifying workplace behaviors that support equal employment opportunity, DEIA, and behaviors that help mitigate discrimination. Continue to offer the YOUNiversity Bias Awareness Program, 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. 						

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

External Corporate Internet Program activities support Strategic Objective 12 (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.

Performance Goal(s):	Performance Strategy:				
<ul style="list-style-type: none"> 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 projections 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 	<ul style="list-style-type: none"> Provide effective and timely communication with plan participants and other stakeholders Inform stakeholders about provisions of key legislative and regulatory proposals Improve 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 				
Performance Measures and Targets	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
Number of improvements to the usability and content of PBGC.gov per year	10 (8)	12 (10)	12 (10)	N/A (10)	N/A (10)
PBGC.gov website availability (new measure started in FY 2022)	N/A (N/A)	99% (99%)	99% (99%)	N/A (99%)	N/A (99%)

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

PBGC's actions result in satisfaction scores which meet or exceed targets website customer satisfaction online survey	64 (75)	63 (75)	N/A (Retire)	N/A (Eliminate)	N/A (Dis-continued)
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What actions will you take in FY 2025 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 13 (Strengthen enterprise risk management) by maintaining an Entity-wide Risk Profile, and Entity-wide Risk Register, monitoring Key Risk Indicators, 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 style="list-style-type: none"> • 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 • The FY 2022 and FY 2023 entity-wide risks identified will be evaluated during the annual risk assessment 	<ul style="list-style-type: none"> • Educate and inform stakeholders on the impact of entity-wide risks • Continuously seek to improve program maturity level by identifying emerging risks • Complete annual risk assessment by OMB deadline • Brief key decision-making bodies on entity-wide risks • Implement Risk Management Office (RMO) succession planning • Deliver ERM training to RMC and Department Directors to ensure consistent knowledge base 				
Performance Measures and Targets	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)

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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 (Increased identification of entity-wide risks in a timely manner)	Yes, Identified 41 emerging and existing risks (Identify 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	Yes (Increase in risk-informed decision-making)	Yes (Increase in risk-informed decision-making)	Yes (Continue 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	Yes (Continue to communicate ERM status)	Yes (Continue to communicate ERM status)	Yes (Continue to communicate ERM status)	N/A (Continue to communicate ERM status)	N/A (Continue to communicate ERM status)
What actions will you take in FY 2025 to achieve the targets described above? <ul style="list-style-type: none"> • 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 14 (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.

Performance Goal(s):	Performance Strategy:
<ul style="list-style-type: none"> • Ensure 100 percent of contract actions marked “applicable” undergo legal review 	<ul style="list-style-type: none"> • Identify root causes and incorporate lessons-learned to improve future acquisitions • Improve accountability of acquisition processes

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

Performance Measures and Targets	FY 2021 Actual (Target)	FY 2022 Actual (Target)	FY 2023 Actual (Target)	FY 2024 Actual (Target)	FY 2025 Actual (Target)
Number of activities and streamlined guidance implemented	5 (5)	5 (5)	5 (5)	N/A (3)	N/A (1)
Percentage of contract actions marked “Applicable” undergo legal review	N/A (N/A)	100% (New Measure)	100% (100%)	N/A (100%)	N/A (100%)
Percentage of requirements originating within OMA sent to CMO for review	N/A (N/A)	100% (New Measure)	100% (100%)	N/A (100%)	N/A (100%)

What actions will you take in FY 2025 to achieve the targets described above?

- Implementation leading to data migration for the PRISM (Acquisition Management System) is underway and will be completed in FY 2025. Data migration testing will be complete in FY 2024, and PRISM will be fully operational by FY 2025. Once data migration is complete in FY 2025, the Procurement Department will work with Unison to finalize customized reports. As PD continues the implementation process, the Department will: ensure to effectively communicate technology updates to the Corporation; ensure PD operations align throughout implementation across processes, procedures, and technology; ensure SOP and other process documentation are updated to reflect technology shifts; and focus on improved reporting working with Unison (PRISM’s Contractor) to develop customized procurement reports and future metrics that help continue to improve the quality of operations and streamline processes.

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

FY 2023 OPERATIONS IN BRIEF			
	2023 Target	2023 Actual	2022 Actual
GOAL 1: Preserve Plans and Protect Pensions			
Single-Employer Plan Participants Protected – Employers Emerging from Bankruptcy During the Year		32,038	999
Single-Employer Plan Standard Termination Audits: Additional Payments		\$2.3M to 1306 participants	\$1.03M paid to 663 participants
Single-Employer Benefit Payments for Terminated Plans			
• Participants Receiving Benefits		920,000	960,000
• Benefits Paid		Over \$6.0B	Over \$7.0B
• Participants Expected to Receive Future Benefits		473,000	496,000
Multiemployer Plan Traditional Financial Assistance		\$176M to 100 plans	\$226M ² to 115 plans
Multiemployer Plan SFA Payments		\$45.6B	\$7.6B
Multiemployer Participants in Insolvent Plans			
• Participants Receiving Benefits		80,421	93,525
• Participants Expected to Receive Future Benefits		41,661	46,480
GOAL 2: Pay Timely and Accurate Benefits			
Estimated Benefits Within 10 Percent of Final Calculation	95%	96%	97%
Average Time to Provide Benefit Determinations (Years)	4.5	4.4	4.1
Benefit Applications Processed in 45 Days	87%	98%	85%
Improper Payment Rates Within OMB Threshold ¹	<1.5%	Yes	Yes
GOAL 3: Maintain High Standards of Stewardship and Accountability⁴			
Retiree Satisfaction – ACSI ⁵ Score	90	87	86
Participant Caller Satisfaction – ACSI Score	83	81	76
Premium Filer Satisfaction – ACSI Score	74	77	77
Single-Employer – Financial Net Position		\$44.6B	\$36.6B
Multiemployer – Financial Net Position		\$1.5B	\$1.1B
Unmodified Financial Statement Audit Opinion	Yes	Yes	Yes
Maintain or exceed a level 4 rating on the CMM Rating/IG FISMA Evaluation	Effective	Yes	Effective

² The \$226 million in 2022 includes a \$9 million payment on a facilitated merger under the Multiemployer Pension Reform Act of 2014 (MPRA).

³ 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.

⁴ In March 2020, PBGC retired the Customer Satisfaction survey and is now piloting a new PBGC.gov Feedback button.

⁵ The American Customer Satisfaction Index (ACSI) uses a 0-100 scale; 80 or above is considered excellent.

PENSION BENEFIT GUARANTY CORPORATION (PBGC)

Glossary of Acronyms

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