

IT Strategic Plan

FY2022-2026



Message from the Chief Information Officer

It gives me great pleasure to present the updated PBGC Information Technology (IT) Strategic Plan for 2022-2026. This is an Agency-wide plan that aligns with PBGC's strategic vision and goals and reflects IT support for the short and long-term plans of all PBGC's business units. It identifies our Mission, Vision, Goals, and Objectives for supplying the technology solutions that fulfill those initiatives and is based upon the underlying foundation of three core elements: people, processes, and technology.

This Plan achieves PBGC's strategic goals and objectives by leveraging PBGC's technology architectures and maximizing the Administration's strategy and priorities for a secure Digital Government. It capitalizes on a cost-effective mix of Cloud technologies, Shared/Managed Services, and internal solutions that adhere to other Government-wide standardized policies and procedures. This Plan establishes IT Security as foundational and ensures that IT Security will continue to be a top priority for the PBGC. It further identifies IT Security as being everyone's responsibility and not just an Office of Information Technology (OIT) initiative.

To develop this Plan, we interviewed key PBGC stakeholders, conducted surveys, and reviewed various supporting documents, and oversight requirements. The results culminated in a plan that delivers on PBGC's strategic initiatives. Therefore, this is our IT Strategic Plan; it belongs to all of us at PBGC.

Although a substantial amount of high-quality work went into the development of our Plan, I wish to point out that this is a living product that must evolve as needs and priorities change. In addition, we must take the next steps to develop tactical plans that specify the activities, milestones, deliverables, roles, and responsibilities to meet the goals and objectives that we have outlined. Our tactical plans must include all IT projects and investments, reflect prioritized-investment decisions, and align Agency resources with our decisions.

Only through working together can we develop tactical plans that are cross-cutting, holistic, and eliminate redundant technology. With information technology continuing to evolve and mature, we need to leverage those practices that are applicable to the PBGC environment. Our plans must become seamless and transparent, while continually being refreshed to include current efficiencies and cost saving measures. We can learn from other companies and agencies by asking how they developed their tactical plans, leveraging their lessons learned, and implementing the industry's best practices in the industry.

I am excited about the work that we have done in developing our IT Strategic Plan and look forward to working together as we successfully accomplish the tasks ahead.



Bob Scherer

Chief Information Officer

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PBGC Overview

The Pension Benefit Guaranty Corporation (PBGC or the Corporation) is a federal corporation established under the Employee Retirement Income Security Act of 1974 (ERISA). Congress established PBGC to insure the pension benefits of workers and retirees. ERISA Section 4002(a) states that PBGC is to carry out these purposes:

- Encourage the continuation and maintenance of voluntary private pension plans for the benefit of their participants
- Provide for the timely and uninterrupted payment of pension benefits to participants and beneficiaries under plans to which this title applies
- Maintain premiums established by the Corporation under ERISA Section 4006 at the lowest level consistent with carrying out its obligations under ERISA Title IV

Today, the Corporation guarantees payment of basic pension benefits earned by over 33 million American workers and retirees in nearly 24,000 plans. While PBGC encourages companies to maintain their plans, the Corporation will pay benefits when companies cannot. Since 1974, PBGC has become responsible for payment of guarantee amounts that currently cover more than 1.5 million people in over 5,300 failed single-employer and multiemployer plans, making payments of \$6.4 billion annually as of FY 2021.

PBGC's insurance programs are financed differently. 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. Congress sets PBGC premium rates. The multiemployer program is financed by premiums and investment income. The American Rescue Plan (ARP) Act of 2021 enacted on March 11, 2021, allows certain financially troubled multiemployer plans to apply for Special Financial Assistance (SFA) payments. Upon approval of an application, PBGC will make a single, lump-sum payment to an eligible multiemployer plan to enable the plan to pay benefits at plan levels. These payments are derived from appropriated funds. SFA is financed by general revenues.

PBGC's business operations, information technology (IT) 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. These highly skilled professionals, committed to the work of PBGC's mission include:

- Accountants
- Actuaries
- Attorneys
- Auditors
- Benefits Specialists
- Financial Analysts
- IT and Cybersecurity Experts

Each PBGC employee has an important role in the Corporation's mission of protecting America's pensions.

IT Program Executive Summary

Our vision is to be a high-performing information and technology organization recognized for strategic thinking, collaborative business partnerships, and innovative IT solutions, which support the PBGC's Mission. To attain our Vision, we established two IT goals that align directly with PBGC's goals. These goals pertain to improvements to the efficiency and effectiveness of the business process and the delivery of secure, highly available and accessible IT products. Meeting these goals will be achieved by the effective use of IT and business best practices and by achieving success in three core areas: people, processes, and technology.

The plan will also address several critical focus areas to include Cyber/Information Security, Enterprise Architecture, Governance, Technology Platforms, Information/Data, Collaboration, Mobility, and our Workforce.

Cyber/Information Security is foundational. It acknowledges and promotes the overarching importance of the confidentiality, integrity, and availability of PBGC's IT assets and data. It protects PBGC's networked assets from both internal and external cyber-attacks (Cybersecurity) and establishes policies, processes, standards, and controls necessary to ensure PBGC maintains a secure IT environment (Information Security).

On the technology front, PBGC will continue the appropriate use of technologies such as Cloud Computing to enable convenient, on-demand network access to a shared pool of configurable computing resources that can be rapidly provisioned and released with minimal management or service provider interaction. In addition, we will continue to leverage Shared Services and other available resources such as the Department of Homeland Security's Contiguous Diagnostics and Mitigation (CDM) Program to enhance our technology infrastructure. Over the next few years, we will work to make better use of PBGC's information and data to enable the organization to make better, faster decisions and to improve overall operational efficiency across the organization. We will implement tools designed to create a more collaborative organization and reshape our applications and tools to enhance mobility options for both our internal and external stakeholders where appropriate.

Our Enterprise Architecture and Governance Programs ensure that we have a strategic and tactical approach to meeting business needs in a timely and cost-effective manner and that we are using the relevant technologies to meet or exceed customer expectations.

Additionally, we will create a high-performing workforce, which will collectively provide capabilities that meet the current and future needs of the Corporation. We will recruit, develop, and retain a highly qualified, blended Federal and contract workforce appropriately sized to deliver secure, scalable, and consumer friendly IT products and services.

Through the implementation of the IT Strategic Plan, PBGC will be better positioned to meet the challenges driven by changes in economic conditions, legislation and regulation, administrative policy, and industry.

Introduction

To address PBGC's business needs we have developed Enterprise Architectures and IT Business Processes that deliver enterprise solutions. Working with Agency stakeholders, our enterprise architectures describe how PBGC operates today, how it intends to operate in the future, and a plan for transitioning to the target state. We have also implemented repeatable IT Business Processes that have reduced our costs to develop, operate and maintain solutions. These processes help us to ensure the solutions we develop meet the current needs, are integrated with other solutions, and have the breadth to address future requirements.

Cyber/Information Security is foundational to our IT program. Our objective is to provide information security that is consistently efficient and effective. We have completed our security architecture, and it meets and supports the Federal Information Security Modernization Act (FISMA) and Privacy Act. We also have completed significant work towards meeting the security standards and guidelines adopted and promulgated by the National Institute of Standards and Technology (NIST). To effectively manage our Plan of Actions and Milestones, we are using the Department of Justice Cyber Security Assessment and Management (CSAM) tool, which is designed specifically for that purpose.

We are a leader in business-unit-led application development. For the past several years, we have actively used specialized Integrated Project Teams (IPT) to assist our Business Innovation Services Department (BISD) staff in gathering business requirements and developing technological solutions. These teams are led by Project Management Professional (PMP) Certified Project Managers and include enterprise architects, security experts, various operational technologists, and subject matter experts from our business partners. This approach is aligned with and supports our development methodology. It also fosters business-driven application development that protects PBGC's data, retains application integrity, reduces technology costs, and ensures that project solutions meet the mission and functions of PBGC.

We have established multiple oversight organizations to ensure that we are performing the right work at the right time with the appropriate technology. Oversight is provided by the PBGC Director, Executive Management Committee (EMC), Budget and Planning Integration Team (BPIT), Information Technology Portfolio Review Board (ITPRB), and Technology Review Board (TRB).

Architectures, processes, security programs, development methodologies, integrated project teams, and responsible management oversight are identified as IT best practices that we already leverage in support of PBGC's mission. Moreover, we consistently use them in delivering information technology solutions. However, we recognize that we must make continuous improvements to keep pace with steadily increasing demands for more information technology, with the ever-faster increasing needs for answers, information, and solutions. We also recognize that our budgets are shrinking. To meet these increasing demands while our budgets are shrinking requires that we become more agile. Thus, we must continuously enhance our best practices.

Purpose

Our Information Technology (IT) Strategic Plan provides the framework to align IT resources with PBGC's strategies. It further describes our IT goals and objectives that support PBGC's mission. Our Plan conveys our Mission, Vision, Goals, and Objectives of the Office of Information Technology (OIT) and shares our IT Strategy with stakeholders, oversight bodies, and external parties.

IT Strategic Framework

The PBGC Strategic Plan for Fiscal Years (FY) 2022-2026 has three overarching strategic goals that provide the direction for PBGC's programs and supporting functions. The IT Strategic Framework is based upon these three same strategic goals:

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

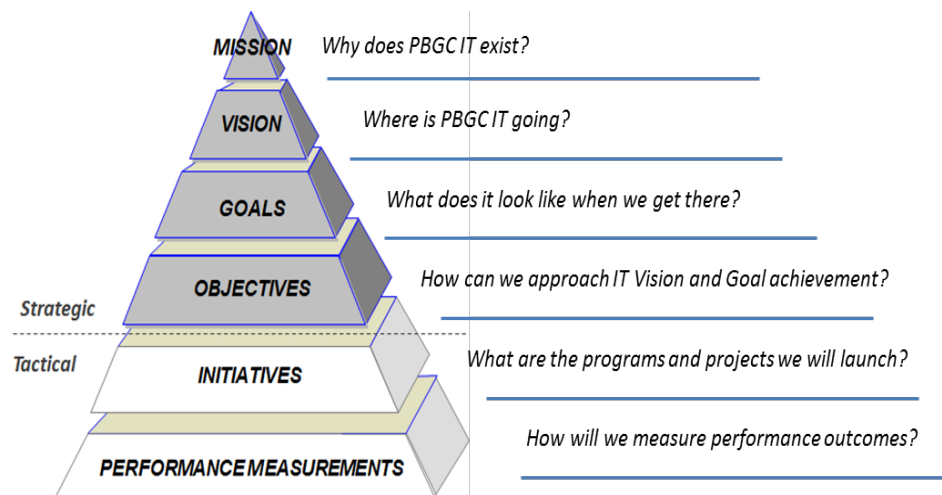


Figure 1: PBGC IT Strategic Framework

The key components and hierarchy of our IT Strategic Framework are illustrated in Figure 1: PBGC IT Strategic Framework. This framework is divided into two segments - **Strategic** and **Tactical**. The strategic segment describes what the IT organization does, the ultimate state to which it aspires, and the desired results intended to be achieved. Progressing down the hierarchy, the components become more actionable as they crystallize into how we will achieve strategic results.

Performance measurements, captured throughout the execution of initiatives, will quantify the degree of success achieved against specific goals and objectives.

IT Mission, Vision, and Goals

IT Mission: Provide secure, innovative, and cost-effective IT solutions and customer service to PBGC stakeholders.

IT Vision: A high-performing technology organization recognized for strategic thinking, collaborative business partnerships, and innovative IT solutions that support the PBGC mission.

IT Goals: The Office of Information Technology has established two IT goals:

- 1. Improve the efficiency and effectiveness of PBGC business processes, via Information Technology, and**
- 2. Deliver secure, highly available and accessible IT products and services to all PBGC stakeholders in a fiscally responsible manner using best practices.**

Critical to achieving IT goals and objectives is supporting work in maintaining core capabilities in three specific areas: 1) people, 2) processes, and 3) technology. Each of these three core areas will have specific goals, objectives, and measures that support the two overarching IT goals listed above.

Our Concept

Our Concept is based on the basic premise that an organization has three core elements, people, process, and technology that are responsible for its success or failure. Figure 2 illustrates our concept and the correlation of the three core elements. Within each of the core elements specific objectives and/or performance expectations will be identified.



Figure 2 Figure 2: IT Core Elements Diagram

On the following pages we will examine each of the three core elements in greater detail and outline the specific goals, measures, and objectives for each core element.

Process

Cyber/Information Security

Our foundational process component is **Cyber/Information Security**. It covers two main concepts:

- **Cybersecurity** defines PBGC's ability to protect its networked assets from cyber-attacks.
- **Information Security** defines the PBGC policies, processes, standards, and controls necessary to ensure a secure internal IT environment.

The plan and participant assets for which we are custodians are vulnerable to an increasingly wide range of known and unknown threats. Our Cyber/Information Security program has been, and will continue to be, PBGC's highest priority with the entire Agency supporting security improvements.

Cyber/Information Security is a shared responsibility. Everyone working at PBGC has a role in making our data and systems safer, more secure, and resilient. Defending against ongoing, increasingly sophisticated cyber-attacks that continue to threaten the confidentiality, integrity and availability of our data and information systems requires a more vigorous, risk-based approach that will yield more robust protection from increasingly dynamic cyber threats.

Using an enterprise-oriented risk mitigation program, combined with continuous monitoring and measurements, we will develop and implement an effective IT security program for continuous monitoring, and improve security incident response capability.

For the FY2021 FISMA audit cycle PBGC's information security program received a maturity rating of "managed and measurable," confirming it is operating at an effective level of security. PBGC will strive to maintain that rating and to continue to mature the IT Security program over the life of this plan.

On May 12, 2021, President Biden issued Executive Order 14028 Improving the Nation's Cybersecurity. PBGC is dedicated to meeting the varied requirements of this Executive Order in a timely manner. As part of PBGC's response to the EO, OIT will plan for and begin development of a Zero Trust Architecture to ensure PBGC's systems and data are secure.

Process Goal 1: Secure PBGC's IT to ensure confidentiality, integrity, and availability of systems and data

Process Goal 1 Measure: The Annual FISMA Report score will be used to measure PBGC's progress in this strategic process area.

Specific Process Goal 1 Objectives:

- Improve IT security governance and oversight via annual assessment(s) (**continuous**)
- Align agency resources to ensure 100 percent active compliance with Executive Order 14028 requirements and the corresponding agency reporting
- Improve access controls and configuration management (**continuous**)
- Improve PBGC's ability to continuously monitor the IT environment (**continuous**)
- Maintain or exceed "Level 4: Managed and Measurable Rating" or as determined by the IG (**continuous**)
- Utilize cloud technology and build towards a Zero-Trust Architecture (ZTA) as effective

- overall on the Cybersecurity Framework Functions (**continuous**)
- Complete MFA access for public facing systems (**FY23**)
- Complete PBGC-wide implementation of Identity, Credential, and Access Management (ICAM) capabilities (**FY23**)
- Improve POA&M on-time milestone completion rate to 95% (**FY26**)

Process

IT Governance

PBGC has several mature **Governance** processes that support the Office of Information Technology and the Corporation as a whole. Collectively, the **Enterprise Architecture, IT Capital Planning and Portfolio Management, Program and Project Management, Solution Life Cycle Methodologies**, and **IT Service Delivery** processes ensure that we deliver the right products and the right time and the right cost.

Keeping pace with ever-changing business requirements necessitates that we continuously incorporate more agility and flexibility into our governance boards and governance processes. As we reach greater levels of maturity, we will improve and streamline governance functions and boards. We also will incorporate processes to re-calibrate priorities continually throughout the fiscal year.

Through the continuous improvement of our Information Technology Solutions Life Cycle Methodology (ITSLCM) and governance boards (Technology Review Board (TRB), Information Technology Portfolio Review Board (ITPRB), Change Advisory Board (CAB), Governance Coordination Board (GCB), we will streamline and optimize the Governance functions. We will continuously evaluate the effectiveness of the ITSLCM, TRB, ITPRB, and CAB policies and directives, standards, and guidelines, and eliminate non-value processes/activities. These actions enable more agility in developing and implementing technology.

Process Goal 2: Mature IT Governance to foster business agility

Process Goal 2 Measures: Performance to plan, schedule, and budget, and adoption appropriate acquisition and delivery methods.

Specific Process Goal 2 Objectives:

- Continue to mature and improve all facets of the IT Governance Program and its integration with overall PBGC governance efforts (**continuous**)
- Use the IT Governance Program to drive sound investment and business decisions (**continuous**)
- Implement modernized solution delivery methods that enable faster delivery of functionality to business units (**continuous**)
- Improve IT acquisition processes to drive overall cost savings (**continuous**)
- Deliver IT projects on schedule and on cost 95% of the time (**continuous**)
- Incorporate Technology Business Management (TBM) into the IT Budget Process (**continuous**)
- Complete all IT budget submission activities in a timely manner (**continuous**)

Process

Data Governance

The Foundations for Evidence-Based Policymaking Act of 2018 (“Evidence Act”) emphasizes collaboration and coordination to advance data and evidence-building strategies in the Federal Government. The President’s Management Agenda emphasizes the need to leverage data as a strategic asset and calls for the development of a Federal Data Strategy to improve government operations and evidence-based policymaking.

In meeting Federal requirements, PBGC appointed a Chief Data Officer (CDO) and established a Data Governance Board (DGB) to develop and execute the Corporation’s Data Strategy. The CDO and DGB ensures enterprise-wide data synergy by establishing principles, policies, and processes for the business units to implement along with appropriate frameworks and metrics. Additionally, the CDO and DGB provides oversight to effectively manage data from the creation through the disposition phases. The CDO and DGB will continue to deliver on the Federal Data Strategy through achieving mission objectives, serving the public, while protecting privacy.

Process Goal 3: Collaborate and coordinate advance data management and evidence-building through data lifecycle technologies in accordance with the Federal Data Strategy Plan,

Process Goal 3 Measure: Complete and publish the Federal Data Strategy requirements

Specific Process Goal 3 Objectives:

- Maintain PBGC’s Open Data Plan (**continuous**)
- Manage PBGC's data assets to include data format standardization, data sharing, records management, and data publishing (**continuous**)
- Improve the use of data for decision-making, policy making, accountability, innovation, oversight, and learning (**continuous**)
- Enable PBGC data to be more accessible and useful to businesses units, employees, and our customers (**continuous**)

Process

Customer Service

Our relationship with our business partners must be complementary and unified. For this relationship to be successful, we must view the business units as customers as well as partners.

Our IT Service Desk serves as the initial point of contact for PBGC’s internal customers and handles inquiries via email, phone, walk-ins, and self-service channels. We will expand the Information Technology Infrastructure Library (ITIL) service management best practices and service-level performance management to modernize customer service across the following key areas:

IT Service Management

Based on prioritization of service needs solicited from the business, we will develop a roadmap that implements additional ITIL best practices. We will explore opportunities to improve our first call resolution by leveraging standard service desk technologies such as Integrated Voice

Response (IVR) and Automated Call Distribution (ACD) and fostering a deeper understanding of PBGC business applications and business processes.

SLAs and OLAs

We will increase the use of formal Service Level Agreements (SLAs) for contractors and vendors involved in IT operations. We will establish Organization Level Agreements (OLAs) as performance management mechanisms to improve response time of Tier 3 capabilities. Comprehensive SLAs and OLAs, coupled with continual feedback mechanisms, will be used to continuously monitor, manage, and improve standards for service delivery and collaboration.

Process Goal 4: Improve IT service delivery to add business value, achieve efficiency, and increase customer satisfaction

Process Goal 4 Measures: Service Desk response times and customer surveys.

Specific Process Goal 4 Objectives:

- Standardize existing IT service processes and operations through IT service management best practices **(continuous)**
- Improve the IT service desk's ability to support business applications **(continuous)**
- Ensure end-to-end IT services are provided in a cost-effective, transparent, and efficient manner **(continuous)**
- Customers rate their overall experience with the IT Service Desk and Incident Management as Good or Excellent at least 85% of the time **(annual)**

Technology

This section of the IT Strategic Plan will outline the approach, technologies, and tools that PBGC will use to meet existing and emerging requirements of both external and internal stakeholders. It will focus on five areas; Cloud Computing, Shared/Managed Services, Data Strategy, Social Collaboration and Mobility.

Cloud Computing & Shared Services

We will make appropriate use of Cloud Computing technologies and Shared/Managed Services for line-of-business applications and to optimize our internal infrastructure. We will work, both within and with other agencies, to reduce costs, streamline development, apply consistent standards, and ensure consistency in how we create and deliver information.

Technology Goal 1: *Modernize and* innovate PBGC’s IT solutions using cloud computing, shared/managed services, and in-house systems to enable a flexible, reliable, secure, and cost-effective environment

Technology Goal 1 Measures: Balanced portfolio of technical platforms

Specific Technology Goal 1 Objectives:

- Create a cost-effective tiered approach of Cloud Computing, Shared/Managed Services, and in-house systems to support PBGC business and administrative functions (**continuous**)
- Optimize the use of technology in support of business function (**continuous**)

Data Strategy

PBGC will optimize our IT capabilities to better support data strategy by using technology and tools to improve data communication and collaboration across the agency and public facing data sets. As a data-driven organization, PBGC will integrate cloud technology and real-time dashboards to strengthen our enterprise Data Management Framework (DMF) and improve data life cycle management processes to effectively and efficiently conduct PBGC business.

PBGC will strive to migrate from an application-centric to a data-centric architecture where data exists independently of a singular application and can empower a broad range of information stakeholders. We will promote the common identification, use, and appropriate sharing of data/information across systems and work to identify and classify key data elements as authoritative data sources records. We will evaluate the feasibility of implementing the data orchestration process to take siloed data from multiple data storage locations, combining and organizing it, to streamline data-driven decision making.

Technology Goal 2: Optimize the use of technology to improve data access, data management, data sharing, and data usage through technology.

Technology Goal 2 Measure: Optimize the data usage across PBGC.

Specific Technology Goal 2 Objectives:

- Enable sound business decisions through effective use of Enterprise and operational data (**continuous**)
- Create tools and platforms that enable self-service across the agency and the public use (**continuous**)

- Encourage business owners to create dashboards and promote data products to drive mission-centric decisions (**continuous**)

Technology

Social Collaboration

Collaboration

Collaboration comprises the processes and technologies that help multiple people interact and share information. PBGC will be among the organizations that embrace collaboration tools. Our customers and employees will no longer view social collaboration as an innovative initiative, but as a critical component of existing communications, customer services, human resources, and business strategies. Enriching our channels of communication and collaboration to adopt and implement this transformation requires that we enhance the following key areas:

Enterprise Collaboration

We have implemented improved, accessible, integrated tools with our business applications to enable online document sharing, instant messaging, collaboration, video conferencing, and web-based meetings with screen sharing abilities. Training was developed and provided in the use of these technologies to promote widespread adoption and use. These collaboration tools allowed PBGC to continue to perform in an efficient and effective manner throughout the COVID pandemic.

Social Media

PBGC will continue to expand and optimize the use of existing social media channels for organizational functions and augment our knowledge sharing platform with blogs, podcasts, wikis, etc.

Strategic Communication

We will take a deliberate, structured approach to communicating more effectively with the business. This includes activities such as conducting forums and focus groups to increase awareness of IT products, services, and capabilities (including social collaboration) and launching other IT-specific communication endeavors. We will collaborate with cross-agency subject matter experts to assess the effectiveness of our technology strategies in meeting business requirements. We will communicate IT priorities and provide transparency into IT projects conducted across the organization.

Technology Goal 3: Improve internal and external collaboration using information technology

Technology Goal 3 Measures: Implement and measure the use of collaboration tools.

Specific Technology Goal 3 Objectives:

- Implement and promote the use of platforms and technologies for enterprise collaboration with all stakeholders (**continuous**)
- Engage internal and external customers and use customer feedback on social collaboration tools to implement data-driven changes to improve customer satisfaction (**continuous**)
- Measure collaboration tool use and adjust promotion and tool sets accordingly (**continuous**)

Technology

Mobility

Mobility is more than embracing the newest technology; it reflects a fundamental change in how, when, and where our customers and employees work and interact.

Mobile Device Management

Successfully mobilizing the PBGC workforce while controlling cost and risk requires that we develop an enterprise mobility strategy based upon people, processes, and technologies. The strategy will define the controls, technologies, and standards that support PBGC's mobility vision and ultimately determine PBGC's Mobile Device Management (MDM) construct. The MDM includes MDM software tools, authentication tools, and application delivery methods.

Mobile Workforce

PBGC's workforce has the ability to access data anytime, anywhere. This capability allowed PBGC to effectively continue existing business operations and take on new program responsibilities during the COVID pandemic without missing a beat.

Mobile Applications

PBGC's future business applications will be characterized by employees and customers easily yet securely accessing information and applications from a mobile device to conduct common transactions. As part of our mobility strategy, we will identify the internal and customer-facing applications that will be mobile-enabled.

Technology Goal 4: *Provide mobility options to support the changing needs of PBGC's customers and workforce*

Technology Goal 4 Measures: Ability for stakeholders to access and use PBGC public facing systems anytime, anywhere on any device and ability for PBGC to support a mobile workforce.

Specific Technology Goal 4 Objectives:

- Mobile devices enable applicable PBGC application functions (**continuous**)
- Improve business processes, agility, and efficiencies using mobile technologies (**continuous**)
- Enable mobile workforce practices, including policies and procedures around teleworking, and the use of mobile applications (**continuous**)

People

IT Staffing

A well-trained, experienced workforce is vital to providing quality IT products and services. To build and sustain a skilled IT workforce in the increasingly competitive market, we must continuously re-evaluate the effectiveness of our IT workforce strategies, renew recruiting and development practices, and pay special attention to the engagement and retention of our key IT talent and top performers.

High-performing IT workforce

IT workforce strategies are an integral part of our IT strategic and tactical planning processes. We will plan for both the short- and long-term, minimizing the use of more expensive supplemental resources to fulfill the demand for new skills. We will continually refresh our IT human capital plan to ensure the proper balance between federal and contract staff and train our existing IT workforce in existing and emerging technologies. Having the appropriate balance of federal and contract staff, combined with up-to-date skills in current technologies and historical knowledge of PBGC's operations will strengthen and deepen our expertise, enabling us to be a more proficient, high-performing IT workforce.

Recruitment and Retention

To foster retention while attracting and retaining the best and brightest candidates, we must create and sustain an environment that fosters high morale. Creating that environment requires that we solicit and understand employees' needs and wants and identify incentives that will encourage them to perform at their best while achieving personal success. We will also employ various initiatives centered on training and marketing.

People Goal 1: Build, equip, and maintain a highly capable IT workforce with the competencies and tools to support future IT initiatives

People Goal 1 Measures: Employee Satisfaction, Reduction in Skill Gaps, and Employee Retention

Specific People Goal 1 Objectives:

- Identify and create an appropriate blended IT workforce to support PBGC business and technology needs **(continuous)**
- Recruit, select, develop, and retain an IT workforce capable of supporting current and planned IT systems and services **(continuous)**
- Expand employee understanding of emerging and existing federal regulations, mandates, and technologies **(continuous)**
- Identify and close skill gaps – technical and non-technical **(continuous)**
- Use Federal Employee Viewpoint Survey Results to drive improvements in OIT **(continuous)**

Alignment

PBGC's Strategic Goals

PBGC's three strategic goals flow directly from the purposes the Corporation was created to accomplish. These strategic goals are:

- *Preserve plans and protect the pensions of covered workers and retirees*
- *Pay pension benefits on time and accurately*
- *Maintain high standards of stewardship and accountability*

The two IT strategic goals and their corresponding objectives align with and support PBGC's Corporate goals. The chart below shows that alignment.

Table 1: Alignment of IT Goals and Objectives to PBGC Corporate Goals

IT Goal #	Focus	IT Goals & Supporting Effort	Objectives	Preserve plans and protect the pensions of covered workers and retirees	Pay pension benefits on time and accurately	Maintain high standards of stewardship and accountability
1	Strategic	Improve the efficiency and effectiveness of PBGC business processes, via Information Technology,	Mission Support	✓	✓	✓
	Technology	Modernize and innovate PBGC's IT solutions using cloud computing, shared/managed services, and in-house systems to enable a flexible, reliable, secure, and cost-effective environment	Support Mission Systems in a Secure and Cost-effective manner	✓	✓	✓
	Process	Secure PBGC's IT to ensure confidentiality, integrity, and availability of systems and data	Protect PBGC, Covered Workers and Retirees Data	✓	✓	✓
	Technology	Optimize the use of technology to improve data access, data management, data sharing, and data usage through technology	Get the Right Information to the Right People at the Right Time	✓	✓	✓
	Process	Mature IT Governance to foster business agility	Deliver IT Products and Services on Time and within Budget		✓	✓

2	Strategic	Deliver secure, highly available and accessible IT products and services to all PBGC stakeholders in a fiscally responsible manner using best practices.	High Standards of Stewardship and Accountability	✓
	Technology	Improve internal and external collaboration using information technology	Make it easier for PBGC staff to get things done	✓
	Technology	Provide mobility options to support the changing needs of PBGC's customers and workforce	Secure & Reliable Access to PBGC Systems anytime, anywhere	✓
	Process	Improve IT service delivery to add business value, achieve efficiency, and increase customer satisfaction	Improve Internal Operations	✓
	People	Build, equip, and maintain a highly capable IT workforce with the competencies and tools to support future IT initiatives	Right People properly Motivated in the Right Place at the Right Time	✓

Conclusion

We are committed to maintaining a secure, reliable, and cost-effective IT environment. We also are committed business advisors to and partners with business areas. Through these commitments, we will implement our IT Strategic Plan. Through our IT Strategic Plan, we support the achievement of PBGC's strategic goals.

We will continue to execute our IT roadmap and address the IT security needs of the organization. We will continue to implement appropriate Cloud Computing and Shared/Managed Services solutions to further reduce the IT footprint at PBGC, gain cost efficiencies, and enable innovative business initiatives. We will continue to mature our enterprise data management and embrace the use of collaboration and mobility tools to enable better methods for interacting and sharing information within and outside of PBGC.

We will continue engaging our customers to understand their needs, enhancing our programs to meet their requirements while emphasizing excellent IT customer service. We will make continuous improvements to our governance programs to ensure increasing agility of our IT, verify that we are doing the right work at the right time, and confirm the PBGC is receiving the best value for its investment dollars. We will create a high-performing workforce by providing requisite training for our staff and empowering them with the appropriate authority to carry out their responsibilities.

Key Performance Indicators

The old saying that what gets measured gets done is true. We are committed to meeting or exceeding our people, process, and technology performance measures. To ensure that our focus remains on the critical things we need to do as an organization to remain successful, a set of key performance indicators is included in this IT Strategic Plan.

Table 2: Process Key Performance Indicators (KPIs)

Process Goals	Description	Target Value	Target Date
Goal 1:	Secure PBGC's IT to ensure confidentiality, integrity, and availability of systems and data	FISMA Rating in Top 40%	Continuous
Measure 1:	FISMA CAP Goal Compliance	100%	Continuous
Measure 2:	Maintain Maturity Levels of the Five Cybersecurity Framework Functions	Level 4 or higher for Each Function	Continuous
Measure 3:	Complete ICAM Implementation	100%	FY2023
Measure 4:	OnTime POA&M Milestone Completion Rate	95%	FY2026
Goal 2:	Mature IT Governance to foster business agility	Mature IT Governance Processes that Enable Deliver of IT Products and Services on Time, within Budget and in the Most Efficient Manner	Continuous
Measure 1:	Submit OMB Exhibits, Agency IT Portfolio Summary, and Agency's IT Business Cases in a Timely Manner	100%	Continuous
Measure 2:	IT Projects on Schedule and Budget	95%	Continuous
Measure 3:	Align Support Contracts to Meet Business Needs		Continuous
Goal 3:	Collaborate and coordinate advanced data management and evidence-building through data lifecycle technologies in accordance with the Federal Data Strategy Plan	*Mature Data Governance*	Continuous
Measure 1:	Complete Federal Data Strategy, Annual Action items, applicable to PBGC on time	90%	Continuous
Goal 4:	Improve IT service delivery to add business value, achieve efficiency, and increase customer satisfaction	Deliver Cost Effective, Innovative Customer Service by Meeting or Exceeding SLA & OTA Standards	Continuous
Measure 1:	IT Service Desk Management Rated Excellent or Good	85%	Continuous
Measure 2:	IT Incident Response Rated Excellent or Good	85%	Continuous
Measure 3:	IT Infrastructure Availability	98%	Continuous

Table 3: Technology Key Performance Indicators (KPIs)

Technology Goals	Description	Target Value	Target Date
Goal 1:	Modernize and innovate PBGC's IT solutions using cloud computing, shared/managed services and in-house systems to enable a flexible, reliable, secure, and cost-effective environment	Secure, Robust, and Reliable Balanced Portfolio of Technical Platforms	Continuous
Measure 1:	Portfolio of Technology Platforms Ratio (Cloud, Shared/Managed, In-House)	Reduce In-House Footprint from 2022 Baseline	Continuous
Measure 2:	Optimize the use of technology in support of business function	Continue to leverage enterprise level platforms	Continuous
Goal 2:	Optimize the use of technology to improve data access, data management, data sharing, and data usage through technology	On Schedule & Budget with Efficient Processes	Continuous
Measure 1:	Improve data presentation capabilities	Optimize Data Aggregation/Presentation Tools	Continuous
Measure 2:	Continue to leverage technology to improve business processes	Explore opportunities to use technologies to perform tasks currently done by staff	Continuous
Measure 3:	Participate in Government data sharing initiative	Supply Applicable Data in a Timely Manner	Continuous
Goal 3:	Improve internal and external collaboration using information technology	Make it Easier for Staff to Get Things Done	Continuous
Measure 1	Improve IT Infrastructure to Support On-Site Collaboration	Automated conferencing facilities and building wide Wi-Fi at new HQ	FY2023
Measure 2:	Ongoing Training in Use of Collaboration Tools & Measure of Tool Use	Multi-Channel Training & Annual Use Measures	Continuous
Goal 4:	<i>Provide mobility</i> options to support the changing needs of PBGC's customers and workforce	Secure, Reliable Access to PBGC IT Systems, anytime, anywhere	Continuous
Measure 1:	Enhance Access to PBGC External Facing Applications	Continue to Enhance Public Web Interfaces	Continuous
Measure 2:	Foster Access to PBGC Systems anytime, anywhere	Improve PBGC's Telework Capability	Continuous

Table 4: People Key Performance Indicators (KPIs)

People Goals	Description	Target Value	Target Date
Goal 1:	Build, equip, and maintain a highly capable IT workforce with the competencies and tools to support future IT initiatives	Right People, Properly Motivated, In the Right Place at the Right Time	Continuous
Measure 1:	Proper Blend of Government and Contract Staff	Based on Internal and External Business Needs	Continuous
Measure 2:	Address Skill Gaps within Budget Constraints	Target Critical Gaps – Agile, SharePoint, etc.	Continuous
Measure 3:	OIT Vacancy Rate Within 5% Historical Norm	<5% Deviation	Continuous
Measure 4:	Federal Employee Viewpoint Survey Results	Employee Engagement, New IQ and Global Satisfaction Scores 73% or Greater	Continuous



