PENSION BENEFIT GUARANTY CORPORATION

FY2026 - FY2030 IT STRATEGIC PLAN

Protecting America's Pensions

PBGC
Pension Benefit Guaranty Corporation

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Message from the CIO

As Chief Information Officer, I am fully committed to advancing the President Trump's Management Agenda (PMA) and ensuring that the Pension Benefit Guaranty Corporation (PBGC)'s technology strategy directly supports the goals in the PMA. The PMA's focus on leveraging technology to deliver faster, more secure results to the American people aligns squarely with our mission and the values we bring to public service.

Our technology priorities reflect this alignment. We are modernizing legacy systems, expanding secure cloud adoption, and strengthening our cybersecurity posture to safeguard the data entrusted to us. We are also investing in digital tools that empower our workforce, streamline operations, and improve the experience of the individuals and communities we serve.

The PMA challenges us to deliver government services that are simple, seamless, and secure. To meet that challenge, we are embracing human-centered design, data-driven decision-making, and enterprise-wide collaboration. These efforts ensure that our digital services are accessible, equitable, and responsive to the needs of the public.

I am proud of the progress we have made and energized by the opportunities ahead. By aligning our Information Technology (IT) strategy with the PMA, we are building a more resilient, innovative, and customer-focused government—one that delivers real value to the American people.

I fully support Director Dhillon's vision to leverage Super Intelligence (SI) as a strategic driver for mission delivery. Applied with discipline and purpose, the responsible use of SI presents an extraordinary opportunity to enhance decision-making, streamline operations, and improve the quality and timeliness of the services we provide.

Our approach is rooted in responsibility. We will deploy SI with clear standards for transparency, security, and alignment to mission objectives. This includes robust data management, defined model accountability, and sustained human oversight across all critical workflows. These principles ensure trust, integrity, and long-term value as we integrate SI into the future of public service.

The future of our organization depends on our ability to innovate thoughtfully and act with agility. By embracing SI, we are not just adopting new technology, we are strengthening our ability to serve the public with greater precision, efficiency, and impact. I am proud to champion this work and excited for the possibilities ahead.

Chief Information Officer

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 (OIT) 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 that are responsible for its success or failure: people; process; and technology. Figure 1 illustrates our concept and the correlation between the three core elements. Within each of the core elements specific objectives and/or performance expectations will be identified.

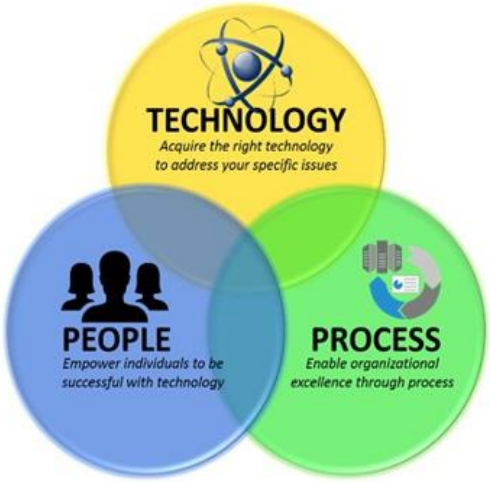

Figure 1: IT Core Elements Diagram

On the following pages we will examine each of the three core elements in greater detail.

People

The success of the IT Strategic Plan depends on a skilled, adaptable, and engaged workforce. Technology alone cannot deliver organizational transformation; people—employees, partners, and stakeholders—are the true drivers of value. This People Strategy outlines how OIT will build and sustain a high-performance IT workforce, strengthen recruitment and retention, and ensure that internal and external stakeholders are aligned with and empowered by technology initiatives.

IT Staffing and Workforce Planning

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 to:

- Ensure the IT organization has the right skills, capacity, and structure to support current and future business needs.
- Build a flexible staffing model that balances full-time employees, contractors, and strategic partners.
- Anticipate emerging skill requirements driven by cloud adoption, cybersecurity, data analytics, automation, and SI.

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. 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 OIT will strengthen and deepen our expertise, enabling us to:

- Foster a culture of innovation, accountability, and continuous improvement.
- Equip employees with the tools, training, and leadership support needed to excel.
- Promote collaboration across IT and business units.

Stakeholder Engagement: Internal and External

OIT serves a varied group of internal and external stakeholders for whom technology must be an enabler not an obstacle.

Internal stakeholders—executive leadership, business units, operations teams, and end users—play a critical role in shaping and adopting technology. To support internal stakeholders OIT will offer the following engagement priorities:

- Involve business units early in planning and design.
- Provide regular updates on IT initiatives, timelines, and impacts.
- Offer training, self-service tools, and support to maximize adoption.
- Include stakeholders in steering committees and prioritization processes.

External stakeholders include vendors, strategic partners, regulatory bodies, and customers who interact with or depend on the organization's technology ecosystem. To support external stakeholders OIT will offer the following engagement priorities:

- Build long-term relationships with key technology providers to ensure alignment with strategic goals.
- Collaborate with regulators and auditors to maintain compliance and reduce risk.
- Ensure technology investments enhance service delivery, accessibility, and satisfaction.
- Monitor industry trends and partner innovations to stay competitive.

See Annual IT Performance Plan for specific People: Goals, Objectives and Measures

Process

Customer Service

Our relationship with our internal and external stakeholders must be complementary and unified. The Office of Information Technology is committed to delivering exceptional customer service to both the colleagues who rely on our technology every day and the external customers who depend on our organization's services. Technology is at its best when it empowers people, removes friction, and creates meaningful, reliable experiences—and that is the standard we hold ourselves to.

For our internal customers, we are strengthening the tools, systems, and support that enable our workforce to perform at their highest level. This includes modernizing our infrastructure, improving service desk responsiveness, and expanding user-friendly digital solutions that reduce administrative burden and allow employees to focus on mission-critical work. When our teams have what they need, they can deliver their best work to the public.

For our external customers, we are committed to providing services that are accessible, intuitive, and responsive to real-world needs. We are investing in secure, modern platforms that streamline interactions, reduce wait times, and ensure that every engagement, whether online or by phone, is clear, consistent, and reliable. Our goal is to meet people where they are and deliver services that are simple, seamless, and trustworthy.

Customer service is not a one-time initiative; it is a culture. We are building that culture by listening to feedback, measuring performance, and continuously improving the way we design, deliver, and support technology. I am proud of the progress we are making and confident in our ability to elevate the customer experience for everyone we serve. To that end, OIT will continue to:

- Maintain a shared service philosophy across OIT that emphasizes empathy, responsiveness, and collaboration with both internal and external stakeholders.

- Maintain consistent service standards and expectations that apply across all OIT teams and customer touchpoints.
- Expand intuitive, user-friendly digital solutions that reduce administrative burden and allow employees to focus on mission-critical work.
- Implement secure, modern platforms that streamline customer interactions and reduce wait times.
- Improve the clarity, consistency, and reliability of all customer-facing digital and phone-based services.
- Ensure services are accessible and intuitive for diverse users, meeting people where they are and accommodating real-world needs.
- Continuously evaluate and refine customer journeys to eliminate friction and enhance satisfaction.
- Maintain robust mechanisms for collecting and analyzing feedback from both internal and external stakeholders.
- Use performance metrics to identify service gaps, track improvements, and guide decision-making.
- Leverage structured engagement channels (workgroups, advisory councils, feedback loops) that bring internal and external stakeholders together.
- Align technology initiatives with organizational mission priorities and community needs.

Cyber/Information Security

Cyber/Information Security is and must remain a foundational process**.** It covers two main concepts:

1. **Cybersecurity** defines PBGC's ability to protect its networked assets from cyber-attacks.

2. **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. To ensure a robust Cyber/Information Security Program OIT will partner with internal and external stakeholders to:

- Reduce exposure to cyber-attacks by implementing layered, modernized security controls.
- Enhance the resilience of PBGC's network infrastructure through continuous vulnerability assessments and timely remediation.

- Improve detection and prevention capabilities against both known and emerging threats.
- Expand and mature adoption of Zero Trust Architecture by incrementally implementing identity-centric access controls, continuous authorization, and data-level protections in alignment with OMB M-22-09 to strengthen cybersecurity resilience and reduce enterprise risk.
- Ensure consistent implementation of security controls across all PBGC systems and business units.
- Partner with the Privacy Office to protect plan and participant data through strong access controls, encryption, and data-handling standards.
- Reduce the likelihood of data compromise by applying a risk-based approach to security decision-making.
- Increase workforce awareness through mandatory training, targeted communications, and role-based education.
- Integrate risk management into planning, procurement, and system development processes.
- Continuously evaluate and adjust risk posture based on threat intelligence and operational insights.
- Deploy tools and processes that provide real-time visibility into system health, vulnerabilities, and anomalous activity.
- Automate monitoring where possible to improve speed, accuracy, and coverage.
- Adopt emerging technologies that improve security posture without disrupting mission operations.
- Ensure all new systems and applications meet security requirements from design through deployment.

IT Oversight and Alignment

PBGC has several mature oversight 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/ Product Management**, **Agile Practices**, and **IT Service Delivery** processes ensure that we deliver the right products at the right time at the right cost.

Keeping pace with ever-changing business requirements necessitates that we continuously incorporate more agility and flexibility into our oversight boards and processes. As we reach greater levels of maturity, we will improve and streamline oversight functions that:

- Ensure priorities are set based on mission impact, not individual preferences.
- Investments are evaluated through a strategic lens, improving long-term value.
- Cybersecurity, privacy, and compliance are embedded into decision-making.
- Exposure to operational, financial, and reputational risks is reduced.
- Funding goes to the right projects at the right time.

- Maintenance costs are reduced and interoperability is increased.
- Visibility into progress, risks, and value delivered is maintained.

Enterprise Data Management

The Office of Information Technology treats data as a critical enterprise asset that must be intentionally governed, protected, and leveraged to advance PBGC's mission. In alignment with the Office of Management and Budget's (OMB) guidance implementing the Foundations for Evidence-Based Policymaking Act of 2018 ("Evidence Act"), PBGC maintains a systematic approach to data management and open data practices. This approach strengthens PBGC's capacity for evidence-building, supports responsible innovation in super intelligence, and enhances government transparency and accountability.

PBGC has appointed a Chief Data Officer (CDO) and established a Data Governance Board (DGB) to drive enterprise-wide data cohesion by developing and maintaining the principles, policies, and processes that guide effective data management. The PBGC Enterprise Data Management Standard further defines the practices for creating, categorizing, modeling, governing, protecting, and managing data throughout its lifecycle.

The CDO, DGB, and OIT will continue to advance PBGC's enterprise data management by:

- Defining and maintaining PBGC-wide enterprise data management principles, policies, and standards that promote responsible data creation, use, sharing, and retention.
- Ensuring sustained quality, accessibility, and relevance of public-facing datasets to support transparency and improve service delivery.
- Transitioning PBGC from application-centric data silos to a data-centric architecture that emphasizes accessibility, reusability, and interoperability across systems, where feasible and practical.
- Ensuring that data management policies and processes enable responsible and secure deployment of SI technologies.
- Aligning enterprise data management initiatives with PMA priorities to support government-wide modernization goals and strengthen PBGC's contribution to federal data maturity.

See Annual IT Performance Plan for specific Process: Goals, Objectives and Measures

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; Cloud Computing, Shared/Managed Services, the introduction of Super Intelligence and meeting the needs of our stakeholders wherever they are and whenever they need us.

Cloud Computing & Super Intelligence

We will optimize the use of Cloud Computing, Super Intelligence and other emerging technologies 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 via the following 4 pillars:

1. PBGC's technology foundation is built on a cloud-first approach that delivers scalability, resilience, and operational efficiency.
    - OIT will expand adoption of secure, modern cloud platforms to reduce technical debt and accelerate deployment cycles.
    - Standardize cloud architectures and services to improve interoperability and reduce duplication.
    - Strengthen cloud management, cost management, and security controls to ensure responsible, mission-aligned use of cloud resources.
    - Enable rapid experimentation and innovation through cloud-native tools, automation, and infrastructure-as-code.
    - Eliminate PBGC's primary and secondary data centers upon completion of full cloud migration.

This approach positions the organization to respond quickly to emerging needs while maintaining a secure, reliable technology environment.

2. Super intelligence will be used to enhance decision-making, automate routine tasks, and improve the quality and timeliness of services.
    - Deploy SI solutions that align with ethical, transparent, and accountable practices.
    - Improve data quality and governance to ensure SI models are accurate, fair, and trustworthy.
    - Expand SI capabilities across analytics, automation, and customer-facing services to increase efficiency and impact.
    - Build workforce skills and establish clear oversight processes to ensure human-centered, responsible SI adoption.

SI becomes not just a tool, but a strategic enabler that amplifies mission outcomes.

3. Technology products and services will evolve through iterative, data-driven continuous product improvement cycles.

- Adopt product-management practices that emphasize user feedback, rapid iteration, and measurable outcomes.
- Implement performance dashboards and analytics to monitor service health and guide enhancements.
- Use agile delivery methods to shorten development cycles and increase responsiveness to changing needs.
- Foster a culture of experimentation, learning, and continuous refinement across all technology teams.

This ensures that technology remains modern, relevant, and aligned with user expectations.

4. Customer experience—both internal and external—is a core driver of our technology strategy.
    - Design digital services that are simple, seamless, and accessible across platforms.
    - Expand self-service capabilities, intelligent automation, and personalized interactions to improve satisfaction and reduce friction.
    - Strengthen omnichannel engagement, ensuring consistent experiences across web, mobile, phone, and in-person touchpoints.
    - Use customer feedback, journey mapping, and service analytics to continuously refine interactions.

By prioritizing customer needs, we deliver technology that builds trust, improves outcomes, and enhances the overall service experience.

Together, these technology pillars create a modern, secure, and adaptable IT ecosystem that supports mission delivery, empowers the workforce, and elevates the customer experience. Cloud, SI, continuous improvement, and customer-centric design form the backbone of a future-ready organization.

See Annual IT Performance Plan for specific Technology: Goals, Objectives, and Measures

Conclusion

PBGC's IT Strategic Plan strengthens the agency's mission by aligning **people, processes, and technology** into a unified, forward-looking framework that fully aligns with PBGC's three overarching strategic goals. In addition, this plan is fully aligned with President Trump's priorities and the priorities of PBGC's Director.

President Trump's Management Priorities

- Shrink the government by eliminating positions in non-essential, non-statutory functions; removing poor performers; and terminating unnecessary leases.
- Ensure accountability to American taxpayers by implementing employee performance and accountability standards operating with transparency and

accountability; preventing payments to fraudsters and eliminating waste, ensuring transparency and access to reliable information, and ensuring our contractors are held to high standards.
- Deliver results, buying American, purchasing as one entity, smarter, faster, cheaper; developing innovative processes through super intelligence; and defending against and persistently combating cyber enemies.

PBGC's Priorities:

- Alignment to the Administration's priorities by delivering high quality, transparent services to Americans
- Preventing potential fraud, waste, and abuse
- Strengthening customer experience for participants, retirees, and plan sponsors
- Strengthening PBGC's operational support infrastructure

OIT invests in our workforce to ensure they have the skills, tools, and support needed to operate in a modern digital environment. OIT refines and standardizes our processes to promote efficiency, accountability, and secure, data-driven decision-making across the enterprise. OIT modernizes our technology portfolio by leveraging Super Intelligence, cloud adoption, shared services, automation, and resilient architectures that improve performance, reduce risk, and enhance service delivery. Together, these foundational pillars create a flexible, secure, and innovative IT ecosystem that empowers PBGC to meet evolving stakeholder needs and deliver reliable, high-quality outcomes for the public.

In support of this IT Strategic Plan, an Annual IT Performance Plan will be developed that provides an overlay of how IT Strategic Goals are mapped to and support overall PBGC Strategic Goals as well as identify how specific people, process and technology goals and measures produce outcomes that support President Trump's Agenda and improve service delivery to the American people that PBGC serves.