



Pension Benefit
Guaranty Corporation

IT STRATEGIC PLAN

FY 2018-2022



Message from the Chief Information Officer

It gives me great pleasure to present the updated PBGC Information Technology (IT) Strategic Plan for 2018-2022. 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 the 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 industry best practices.

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 and Its Mission

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 approximately 40 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 4,900 failed single-employer and multiemployer plans, making payments of \$5.8 billion annually as of FY 2017.

PBGC operations are financed by insurance premiums paid by companies that sponsor defined benefit pension plans, investment income, assets from plans trusted by PBGC and recoveries from companies formerly responsible for the plans. Congress sets PBGC premium rates. PBGC receives no funds from general tax 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 a vital 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 to PBGC goals. These goals pertain to improvements to the efficiency and effectiveness of 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 (Cloud Computing and Shared/Managed/In-house Services), 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 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 acquire, develop, and retain a highly qualified, blended Federal and contract workforce appropriately sized to deliver secure, scalable, and consumer friendly IT products and services.

In the aggregate, the IT Strategic Plan describes our Vision for accomplishing PBGC's IT Mission, Goals, and Objectives through emerging technology trends and best practices. Our Plan provides transparency into the PBGC's IT program for oversight bodies, customers, and other internal and external interested parties. Through its implementation, 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 that meet both short and long-term requirements, 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 also have developed 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 Management 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 Monitoring (CSAM) tool, which is designed specifically for that purpose. However, we still have much work to do before we become fully FISMA compliant.

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) 2018-2022 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.

The key components and hierarchy of our IT Strategic Framework are illustrated in Figure 1. 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 the means by which we will achieve the strategic results.

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

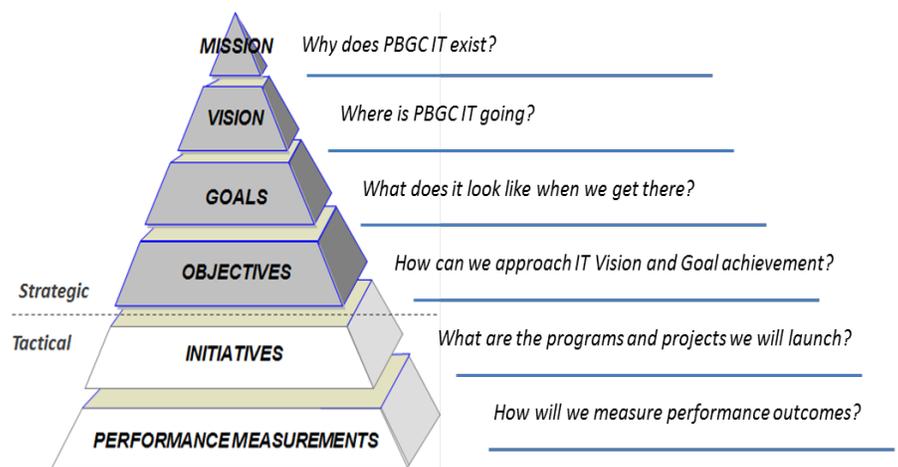


Figure 1: PBGC IT Strategic Framework





Methodology

Our IT Strategic Plan was developed and modified through a structured, three-phased approach: Discovery, Analysis, and Finalization. During the Discovery Phase, our OIT strategic planning team reviewed the current state of the IT, reviewed recent applicable federal guidance, conducted interviews with executives from across the organization, and surveyed OIT's employees. We compiled the findings and recommendations for use during the Analysis Phase.

The Analysis Phase assimilated business directions, identified areas for improvement, and fortified recommendations with key IT trends and best practices. The results served as the basis for our IT Mission, Vision, Goals, and Objectives, which are described in the following sections.

During the Finalization Phase, our Chief Information Officer (CIO) socialized our IT Strategic Plan with OIT leadership and PBGC's executive stakeholders to gain acceptance. We recognize that acceptance and Agency-wide buy-in is essential to our success.

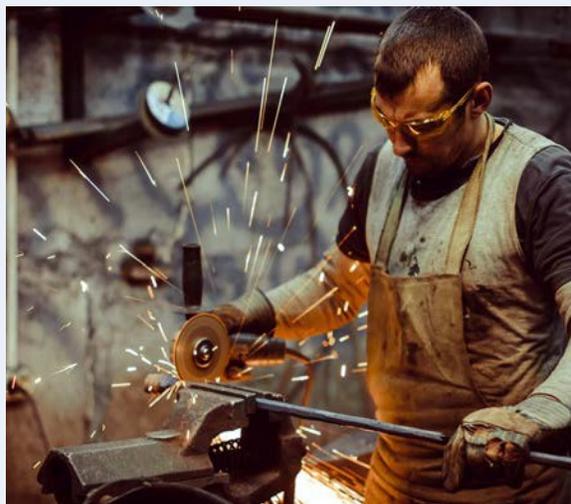
IT Mission, Vision and Goals

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

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

IT Goals: Using the information from our analysis we have 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 the IT goals and objectives will be supporting work in developing and/or maintaining core capabilities in 3 specific core areas: 1) processes, 2) technology, and 3) people. Each of these three core areas will have specific goals, objectives, and measures that support the two overarching IT Goals.





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.

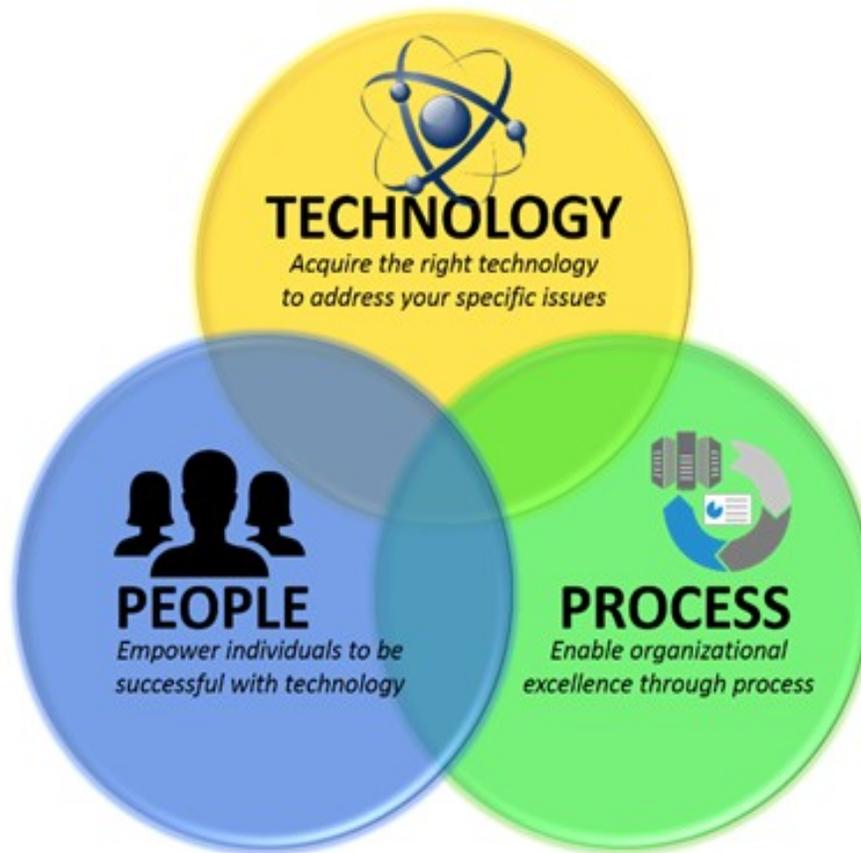


Figure 2: IT Core Elements Diagram

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 that we work together and work smarter. We must move beyond existing compliance-oriented government controls to 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 capacity and capability.



Process Goal 1: Secure PBGC's IT to ensure confidentiality, availability, and integrity 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)**
- Meet or exceed 95% of existing FISMA CAP goals **(continuous)**
- Improve access controls and configuration management **(continuous)**
- Improve PBGC's ability to continuously monitor the IT environment **(continuous)**
- Implement modernized Identity, Credential, and Access Management (ICAM) capabilities **(FY18 – FY20)**
- Achieve Maturity Level 3 or 4 in each of the five critical areas of five NIST Cybersecurity Framework function areas of Identity, Protect, Detect, Respond and Recover **(FY19)**
- Improve POA&M on-time milestone completion rate to 90% **(FY22)**



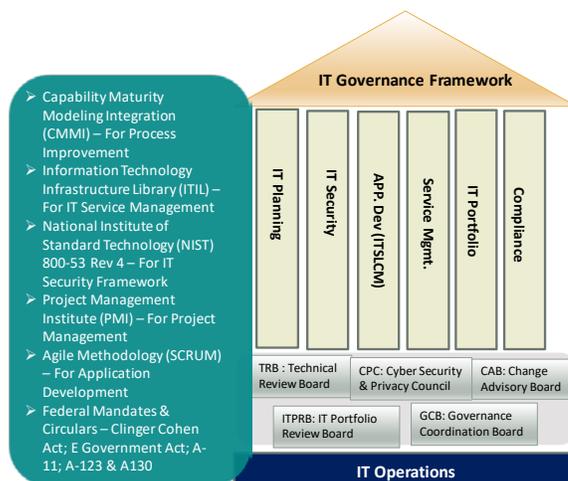
Process

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 recalibrate 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 the 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 **(FY18-FY122)**





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 Information Technology Infrastructure Library (ITIL) service management best practices and service level driven 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 3: Improve IT service delivery to add business value, achieve efficiency, and increase customer satisfaction

Process Goal 3 Measures: Service Desk response times and customer surveys.

Specific Process Goal 3 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, Information/Data, 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.

Information/Data

Data is one of PBGC's most valuable assets. To effectively and efficiently conduct PBGC business requires that we become information centric. This strategy requires that we move from managing documents to managing discrete pieces of data and content, which can be tagged, shared, secured, aggregated, and presented in the way that is most useful for the customer of the information. We will strengthen our enterprise Data Management Framework (DMF) and improve data life cycle management processes and controls to provide consistent, accurate and timely access to data. We will secure the data by establishing formal roles, responsibilities, and an accountability structure between business and IT. We will consolidate, retire, or modernize data and data-related applications based on prioritizations jointly set

by the business and IT.

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 three-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)**

Technology Goal 2: *Leverage technology to facilitate data driven decisions throughout the organization*

Technology Goal 2 Measures: Effectiveness of data usage across PBGC.

Specific Technology Goal 2 Objectives:

- Understand and effectively use enterprise and operational data to enable sound business decisions **(continuous)**
- Apply appropriate technologies to enable PBGC to improve the speed and accuracy at which incoming data is processed as part of PBGC business operations **(continuous)**
- Share appropriate data with PBGC stakeholders **(continuous)**



Technology

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 innovation 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 will implement 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. We will develop and provide training in the use of these technologies to promote widespread adoption and use.

Social Media

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

Strategic Communication

We will take a deliberate, structured approach to communicate 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 will 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 determines PBGC's Mobile Device Management (MDM) construct. The MDM includes the MDM software tools, authentication tools, and application delivery methods.

Mobile Workforce

PBGC's workforce will have the ability to access data anytime, anywhere. We will document workforce mobile requirements, establish our mobility business case, and evaluate the level to which mobility improves responsiveness, productivity, or customer satisfaction. These business cases provide guidance and best practices on how to meet best the mobility needs of the organization.

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 device 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. In order 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 on 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.

Human Capital Planning

We will be guided by PBGC's Human Capital Plan and OPM's Workforce Planning Model in carrying out our human capital activities.



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 a diverse 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)**
- Improve Federal Employee Viewpoint Survey Results **(continuous)**





Alignment

PBGC's Strategic Goals

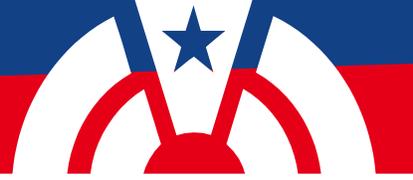
PBGC's three strategic goals flow directly from the purposes the Corporation was created to accomplish. These strategic goals are:

- **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 highlights that alignment.

IT Goal #	Focus	IT Goal & Supporting Efforts	Objective	Alignment to PBGC Corporate Goals		
				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, availability, and integrity of systems and data	Protect PBGC and Covered Workers and Retirees Data	✓	✓	✓
	Technology	Leverage technology to facilitate data driven decisions throughout the organization	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, 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 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 IT 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 the 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 security roadmap, addressing 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 to our staff and empowering them with the appropriate authority to carry out their responsibilities.





Key Performance Indicators

The old saying 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.

People KPIs:

People Goals		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% of Historical Norm	< 5% Deviation	Continuous
Measure 4:	Federal Employee Viewpoint Survey Results	Employee Engagement, New IQ and Global Satisfaction Scores 73% or Greater	Continuous

Process KPIs:

Process Goals		Desired Outcome	Target Date
Goal 1:	Secure PBGC's IT to ensure confidentiality, availability, and integrity of systems and data	FISMA Rating in Top 40%	Continuous
Measure 1:	FISMA CAP Goal Compliance	100%	Continuous
Measure 2:	Maturity Levels of the Five Cybersecurity Framework Functions	Level 3 or 4 for Each Function	FY2019
Measure 3:	ICAM Implementation	80%	FY2020
Measure 4:	OnTime POA&M Milestone Completion Rate	90%	FY2022
Goal 2:	Mature IT Governance to foster business agility	Mature Governance Processes that Enable Delivery of IT Products and Services on Time, within Budget and in the Most Efficient Manner	Continuous
Measure 1:	Submit Exhibits 300 & 53 in a Timely Manner	100%	Continuous
Measure 2:	Integrate IT Towers & Cost Pools into Budget Process	Phased in During FY18 - FY22	Continuous
Measure 3:	IT Projects on Schedule and Budget	95%	Continuous
Measure 4:	Reduce Number of IT Contracts	35% Reduction	FY2019
Goal 3:	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:	Introduce Chat Feature for Service Desk	Feature Enabled	FY2018
Measure 2:	IT Service Desk Management Rated Excellent or Good	85%	Continuous
Measure 3:	IT Incident Response Rated Excellent or Good	85%	Continuous
Measure 4:	IT Infrastructure Availability	98%	Continuous





Technology KPIs:

Technology Goals		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 2018 Baseline	Continuous
Goal 2:	Leverage technology to facilitate data driven decisions throughout the organization	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:	Facilitate On-Line Benefit Estimates for PBGC Customers	Make Benefit Estimates Available for Some Plans	FY2022
Measure 4:	Participate in Government data sharing initiative (i.e data.gov)	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:	Complete PBGC Connect Migration	Phase 2 Migration Project Completed	FY2018
Measure 2:	Improve IT Infrastructure to Support On-Site Collaboration	Wi-Fi at 1200K Street	FY2020
Measure 3:	Ongoing Training in Use of Collaboration Tools & Measure of Tool Use	Multi-Channel Training & Annual Use Measures	Continuous
Goal 4:	Provide mobility 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
Measure 3:	Foster Greater Use of Mobile Devices (Tablets & Phones)	Enhance Tablet & Phone Capabilities	FY2018





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