



# **PENSION BENEFIT GUARANTY CORPORATION OFFICE OF THE INSPECTOR GENERAL**



## **Strategic Plan for Fiscal Years 2023-2027**

# independent positive engagement

# Message from the Inspector General

September 29, 2022

I am pleased to present the Pension Benefit Guaranty Corporation (PBGC) Office of the Inspector General (OIG) Strategic Plan for fiscal years 2023-2027. This plan is the first update since I was appointed Inspector General in January 2021, and it lays out the future direction of our office.

The PBGC OIG team created this plan through reflection and dialogue, during which OIG staff views and input were solicited and considered when finalizing our strategic goals, objectives, and priorities. Our approach is to strive for excellence in process and results. Through our goal-oriented approach, we produce relevant, timely, and impactful results; maintain a high morale among our staff by seeking employee engagement and engaging in transparent decision making. We also leverage technology to share information and foster collaboration.

These strategic goals will guide the OIG staff as they provide independent, positive oversight of PBGC's programs and operations.<sup>1</sup>



Nicholas J. Novak  
Inspector General

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<sup>1</sup> Revised Goal 2 on January 23, 2025 to comply with President Trump's executive orders titled *Ending Radical and Wasteful Government DEI Programs and Preferencing* and *Initial Rescissions of Harmful Executive Orders and Actions*.

## Our Value Framework



### OUR VISION

Providing deep knowledge and sensible solutions through independent, positive engagement.





## OUR CORE VALUES

### Respect



We treat each other and those whom we interact with dignity, civility, and due regard to differing perspectives.

### Integrity



We consistently practice honesty and fairness with an uncompromising adherence to strong moral and ethical principles and values.

We rely upon these principles to guide our actions and decisions no matter how small they may seem.

### Objectivity and Independence



We conduct our work with fairness and free from bias.

We base our findings and recommendations on reliable and verifiable evidence, unencumbered by external pressure and undue influence.

### Excellence



We strive to achieve the highest quality in everything we do and learning from our experiences.

## INDEPENDENT, POSITIVE ENGAGEMENT

**This is the OIG brand value proposition.**

Our work must be **independent** and objective.

At the same time, corrective action based on our work is less likely to happen if we are not engaged *with* management.

We optimize our value through **positive engagement** and creating win-wins whenever possible.

## Pillars

### PEOPLE FOCUSED



Remembering that programs and projects are run by people for people, and strong personal relationships are a cornerstone of a high performing organization.

### PROCESS ORIENTED



Organizing and conducting our work around defined and repeatable steps to ensure high-quality products, while maintaining flexibility to adapt processes when necessary and appropriate.

### PERFORMANCE DRIVEN



Delivering useful work products is imperative. An effective feedback loop will help ensure that we assess performance results and make necessary adjustments.

# Strategic Goals, Objectives, and Examples of How We Will Evaluate Our Progress





**Deliver products that promote integrity, efficiency, and effectiveness of PBGC's programs and operations through independent oversight, including audits, evaluations, and investigations.**

## Objectives

- Provide relevant, accurate, clear, and convincing reports with recommendations to address root causes for *PBGC's senior leaders*.
- Prevent and detect fraud, mismanagement, and noncompliance with laws, rules, and regulations to improve policymaking and oversight for the *Congress, Board, and OMB*.
- Employ a risk-based approach to prioritize and target oversight work in areas that provide the greatest impact and address the highest risks, while responding to congressional mandates and requests.

## Examples of How We Will Evaluate Our Progress

- Concurrence rate for recommendations.
- Issue risk-based oversight work plan in January of each year.
- Pass rating on peer reviews.
- Percentage of oversight products related to management challenges, hotline complaints, emerging threats, and identified high-risk areas.





**Foster an internal OIG culture that promotes high performance, engagement, and collaboration.**

## **Objectives**

- Promote intra-OIG trust and collaboration.
- Increase management and leadership effectiveness by, among other things, keeping employees informed, respecting their voices, and seeking staff feedback.
- Invest in OIG staff through continuous learning, professional development, and leadership opportunities.

## **Examples of How We Will Evaluate Our Progress**

- Percentage change in Federal Employee Viewpoint Survey scores and other employee survey results related to inclusivity and empowerment.
- Percentage of staff participating in Council of Inspectors General on Integrity and Efficiency groups or community initiatives.
- Number of weeks in a year with stand-up (all-hands) meetings.
- Percentage of staff who exceed minimum training requirements related to our professional standards.



## GOAL 3: GROW

**Enhance the OIG's effectiveness through continuous innovation and by leveraging efficient processes and technology.**

### Objectives

- Leverage modern technology to improve and expand OIG operations, validate data integrity, and improve transparency.
- Build streamlined business operations for resilience, adaptability, integrity, and organizational excellence to further the OIG mission.

### Examples of How We Will Evaluate Our Progress

- Percentage of oversight products tied to risk models or innovation efforts.
- Establish a cycle to review and update policies and procedures, with a critical eye on reducing waste and improving effectiveness of completing OIG duties across functions.



OFFICE OF INSPECTOR GENERAL HOTLINE

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OFFICE OF INSPECTOR GENERAL GENERAL HOTLINE  
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web site: [oig.pbgc.gov](http://oig.pbgc.gov)**

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[OIGHOTLINE@PBGC.GOV](mailto:OIGHOTLINE@PBGC.GOV)**

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