



**NCUA**  
National Credit Union Administration

# 2023 Annual Performance Plan

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January 2023



# NCUA

National Credit Union Administration

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## About this 2023 Annual Performance Plan

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The National Credit Union Administration's (NCUA) *Annual Performance Plan*, in concert with the agency's budget, outlines the resources and strategies the NCUA will use to set priorities and improve performance. This plan is guided by the NCUA's [2022–2026 Strategic Plan](#), which includes the following strategic goals:

1. Ensure a safe, sound, and viable system of cooperative credit that protects consumers.
2. Improve the financial well-being of individuals and communities through access to affordable and equitable financial products and services.
3. Maximize organizational performance to enable mission success.

This *Annual Performance Plan* (plan) sets out performance measures and targets for 2023 in support of the goals in the Strategic Plan. This plan also describes the means, strategies, and specific actions the agency has resourced and intends to undertake in 2023 to achieve each strategic objective. The priorities and performance indicators in this plan comply with the Government Performance and Results Modernization Act of 2010.

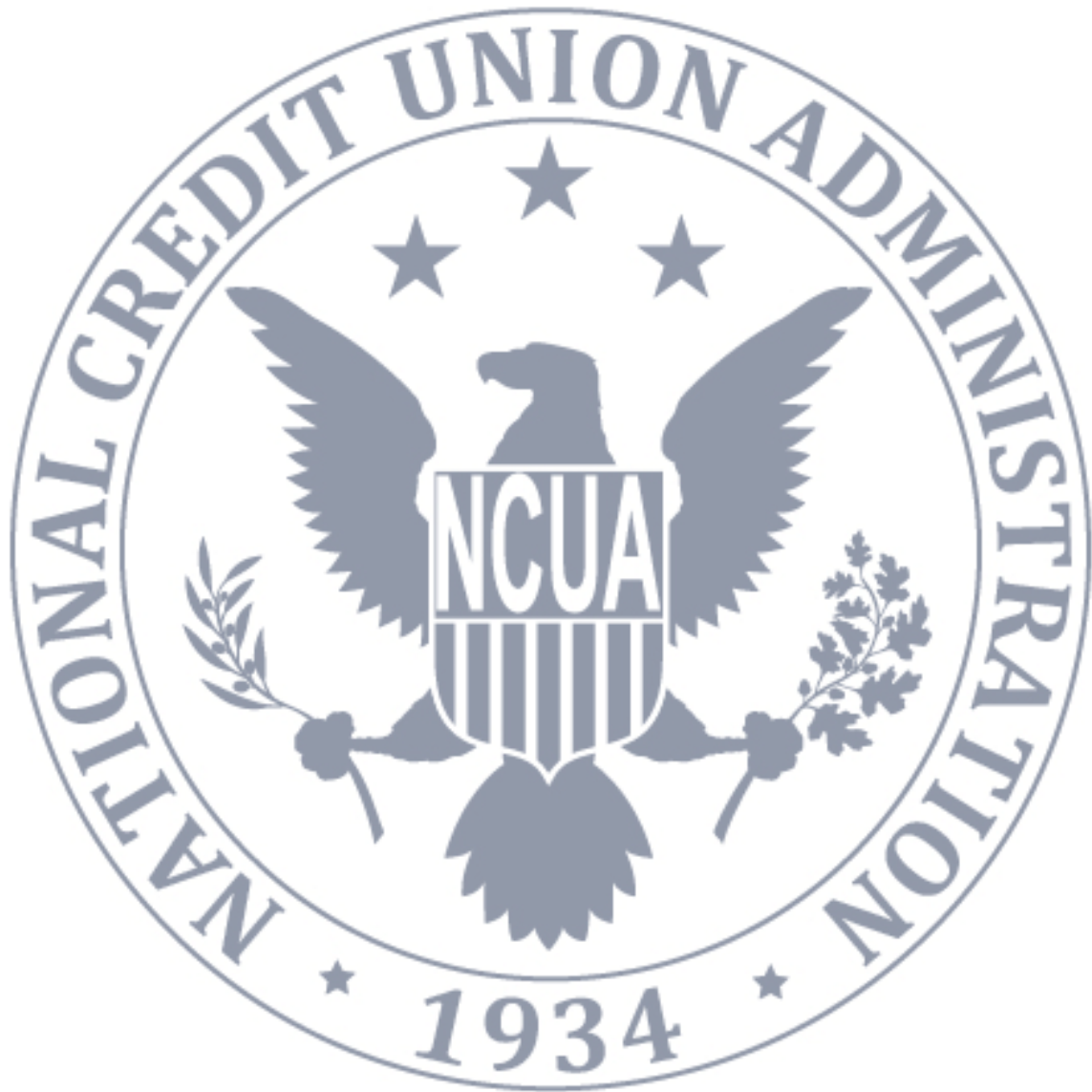
Global events with significant impact on the economy, such as Russia's invasion of Ukraine and the residual effects of the COVID-19 pandemic, and the interest rate environment remain considerations for the agency's priorities in 2023. This plan outlines how the agency will continue to effectively supervise and insure a growing and evolving credit union system, particularly during periods of economic uncertainty. As financial services and the credit union sector continue to change, the NCUA must adapt to meet the evolving challenges and developments.



# NCUA

National Credit Union Administration

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## Message from Chairman Todd M. Harper

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The National Credit Union Administration's *2023 Annual Performance Plan* includes performance measures that link directly to the NCUA's [2022–2026 Strategic Plan](#) and outlines how the agency will achieve its core objectives and fulfill its mission to regulate and supervise a growing and evolving credit union system. In looking at the numbers behind this *Annual Performance Plan*, we have identified three strategic goals supported by ten strategic objectives and 19 performance goals. To meet these goals and objectives, the NCUA has also identified 45 indicators to measure performance.

In 2022, the NCUA focused on ensuring the credit union system and the National Credit Union Share Insurance Fund adapted to the evolving COVID-19 pandemic and the onset of Russia's war on Ukraine, while concentrating on the areas of greatest risk to credit unions, members, and the broader system. This focus will continue into 2023 with additional areas of emphasis.

This year, loan portfolio concentration, the development of alternative loan and deposit products, technology-driven changes in the financial landscape, continued industry consolidation, and ongoing demographic changes will continue to shape the credit union system. Because inflationary pressures and a rising interest rate environment also pose risks for federally insured credit unions, the NCUA will pay particular attention to liquidity risk, interest rate risk, and credit risk. And, the agency will once again watch out for ever-present cybersecurity risks, not only within credit unions but also within the broader financial system.

Throughout the year, the NCUA will continue to adjust its examination program and operations to maintain safety and soundness, protect consumers, and ensure compliance with anti-money laundering laws. Through the NCUA's Community Development Revolving Loan Fund and other initiatives, the NCUA will also encourage credit unions to expand access to safe, fair, and affordable financial products and services to underserved communities and populations. And, we will continue to develop and offer financial education.

On a final note, I must recognize the outstanding work of the NCUA team, the women and men whose work will determine our success in implementing this *Annual Performance Plan*. They are the agency's greatest asset, and I take great pride in serving alongside the dedicated employees at the NCUA and my fellow Board members to protect the system of cooperative credit and its members through effective chartering, supervision, regulation, consumer financial protection, and insurance. It is their hard work and diligent efforts that will allow us to succeed.



# NCUA

National Credit Union Administration

We've got important work to do. Now, let's get started!

Sincerely,

A handwritten signature in blue ink, appearing to read "Todd M. Harper".

Todd M. Harper  
Chairman



## Mission and Values

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Throughout 2023, the NCUA will implement initiatives to continue meeting its mission of:

*“Protecting the system of cooperative credit and its member-owners through effective chartering, supervision, regulation, and insurance.”*

and its vision to:

*“Strengthen communities and protect consumers by ensuring equitable financial inclusion through a robust, safe, sound, and evolving credit union system.”*

## Organizational Structure

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Created by the U.S. Congress in 1970, the NCUA is an independent federal agency that insures deposits at federally insured credit unions, protects the members who own credit unions, charters and regulates federal credit unions, and promotes widespread financial education and consumer financial protection. The NCUA protects the safety and soundness of the credit union system by identifying, monitoring, and managing risks to the National Credit Union Share Insurance Fund (Share Insurance Fund). Backed by the full faith and credit of the United States, the Share Insurance Fund provides up to at least \$250,000 of federal share insurance to over 134 million members in all federal credit unions and most state-chartered credit unions. No credit union member has ever lost a penny of shares insured by the Share Insurance Fund.

The NCUA is responsible for the regulation and supervision of 4,813 federally insured credit unions with nearly \$2.2 trillion in assets across all states and U.S. territories.<sup>1</sup>

Pursuant to the Federal Credit Union Act,<sup>2</sup> the agency is “under the management of a National Credit Union Administration Board.” The three-member presidentially appointed, and Senate-confirmed Board oversees the NCUA’s operations by setting policy, approving budgets, and adopting rules.

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<sup>1</sup> Data as of September 30, 2022.

<sup>2</sup> 12 U.S.C. 1752a(a).





In addition to the Share Insurance Fund, the NCUA operates the following three other funds:

- The NCUA Operating Fund.
- The Central Liquidity Facility.
- The Community Development Revolving Loan Fund (CDRLF).

The NCUA Operating Fund, in conjunction with the Share Insurance Fund, finances the agency's operations. The NCUA Central Liquidity Facility is a contingent liquidity source, administered by the NCUA Board, which serves as a liquidity lender to credit unions experiencing unusual or unexpected liquidity shortfalls. The NCUA CDRLF provides loans and grants to low-income designated credit unions.

Throughout the *Annual Performance Plan's* period, the NCUA will rely upon its employees to perform activities in the NCUA's major program areas and support functions. The NCUA employs staff in an Asset Management and Assistance Center (AMAC) to manage the assets of failed credit unions, three regional offices, and a central office. Reporting to each of its regional offices, the NCUA has supervisory groups with examiners responsible for a portfolio of credit unions covering all 50 states, the District of Columbia, Guam, Puerto Rico, and the U.S. Virgin Islands.

The examination, supervision, and insurance programs are the central mission for the NCUA. These functions are the primary responsibility of the field program offices and the offices of Examination and Insurance (E&I) and Consumer Financial Protection (OCFP). Nearly two-thirds of the NCUA's workforce is comprised of field staff who spend a significant part of their year carrying out the agency's examination and supervision program. During the COVID-19 pandemic, the agency and its employees successfully transitioned to an offsite examination posture, developing new procedures and processes to continue examination and supervisory work. In October 2022, onsite examination and supervision activity resumed in all locations. Given the lessons learned from offsite examinations conducted during the pandemic, examiners will seek to strike the right balance between onsite and offsite examination and supervision work. Examiners will continue to conduct some examination steps offsite when they can be completed efficiently and effectively in credit unions that can accommodate the offsite work.<sup>3</sup>

The NCUA organizational chart follows. Effective January 1, 2023, the NCUA Board separated the AMAC from the Southern Region, reestablishing it as a distinct office led by the AMAC President. Additionally, the Board approved in the 2023 budget establishing the agency's Ombudsman function as a distinct office. Additional

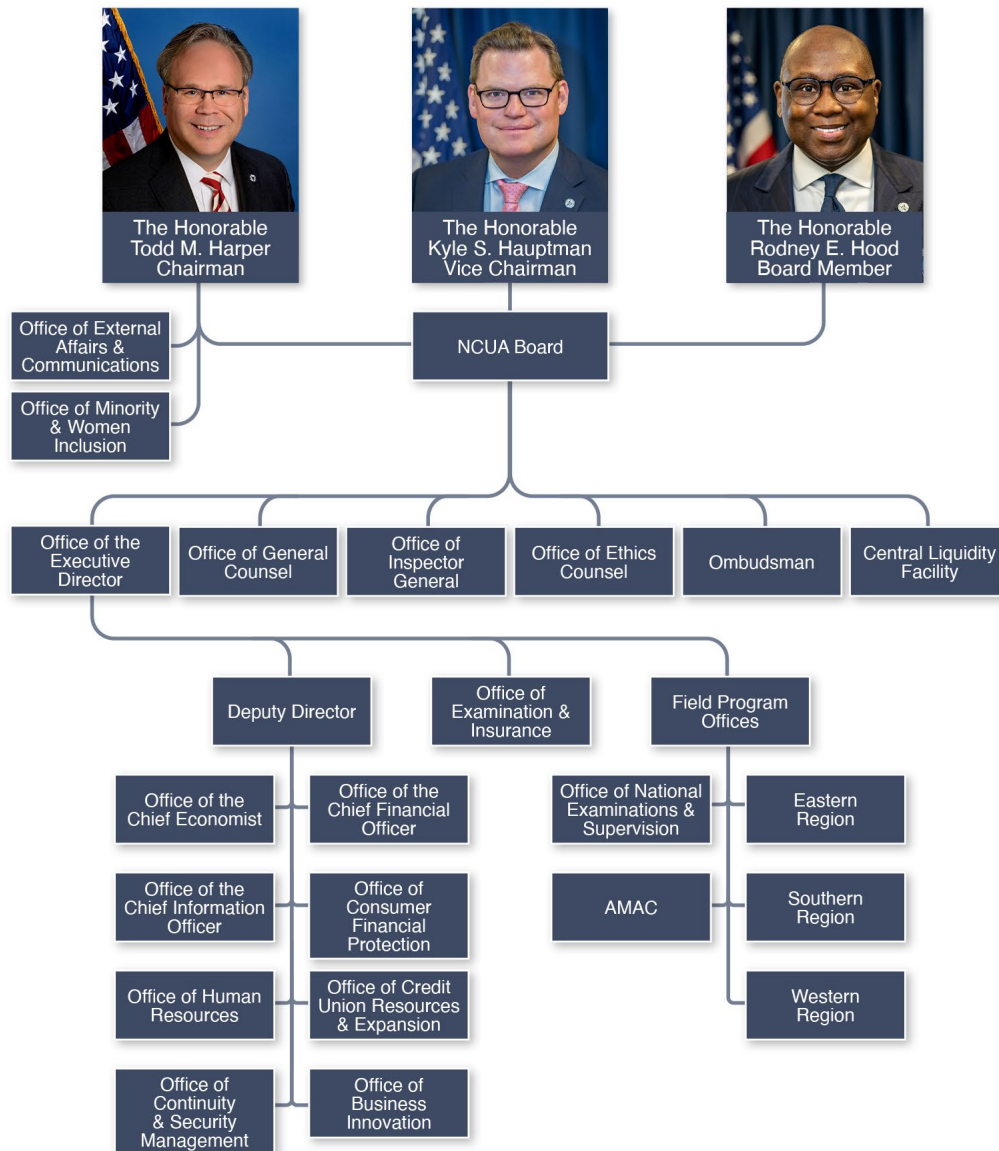
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<sup>3</sup> [Letter to Credit Unions 22-CU-11, NCUA to Begin Phase 3 of Resuming Onsite Operations](#)



information about the NCUA’s executive leadership is also available on the NCUA’s [website](#).

## National Credit Union Administration Organizational Chart





## Major Agency Programs

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### Supervision

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The supervision program contributes to the safety and soundness of the credit union system, thereby protecting the interests of all credit union stakeholders. The NCUA's supervision is driven by identifying and resolving risk in the following seven primary areas:

- interest rate risk.
- liquidity risk.
- credit risk, including asset concentration risk.
- reputation risk.
- transaction risk.
- compliance risk.
- strategic risk, including operational risks such as cybersecurity and fraud.

The NCUA supervises federally insured credit unions primarily through examinations and supervision.

### Insurance

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The NCUA manages the \$20.2 billion<sup>4</sup> Share Insurance Fund, which provides insurance up to at least \$250,000 per individual depositor for funds held at federally insured credit unions. The Share Insurance Fund is capitalized by credit unions and through retained earnings. The equity ratio is the overall capitalization of the Share Insurance Fund to protect against unexpected losses from the failure of credit unions. The normal operating level is the desired equity level for the Share Insurance Fund. In accordance with the Federal Credit Union Act, the NCUA Board sets the normal operating level between 1.20 percent and 1.50 percent.

### Asset Management

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The NCUA conducts liquidations of failed credit unions and performs management and recovery of assets through the AMAC. The AMAC effectively manages and resolves assets acquired from liquidated credit unions. The AMAC also provides specialized resources to the NCUA regional offices with reviews of large, complex loan portfolios and actual or potential bond claims. It also participates in the operational phases of

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<sup>4</sup> As of September 30, 2022.



conservatorships and records reconstruction. The purpose of the AMAC is to minimize credit union failure costs to the Share Insurance Fund, credit union member-owners, and other stakeholders.

## Credit Union Development

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Through chartering and field of membership services, training, and resource assistance, the NCUA fosters credit union development for small, minority, newly chartered, and low-income designated credit unions. One source of assistance is the CDRLF, which provides loans and technical assistance grants to credit unions serving low-income members. This support results in improved access to financial services, strengthened credit union operations, an opportunity for increased member savings, and improved employment opportunities in low-income communities.

The NCUA charters new federal credit unions, as well as approves modifications to existing charters and fields of membership.

## Consumer Financial Protection

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The NCUA protects consumers through effective supervision and enforcement of federal consumer financial protection laws, regulations, and requirements. The NCUA also develops financial literacy tools and information for consumers and promotes financial education programs for credit unions to assist members in making more informed financial decisions.

The NCUA's consumer financial protection mission goes hand-in-hand with the agency's safety and soundness mission. The agency strives to balance the oversight needed to ensure consumers are protected and the ability of credit unions to provide affordable and equitable service to their member-owners. In addition, the NCUA's Consumer Assistance Center provides an avenue through which credit union members can report and resolve concerns they may have about the products and services they have received from their credit unions.

When it comes to overseeing credit unions, the NCUA's goal is to facilitate their safe and sound operation while ensuring they fully comply with applicable laws, including consumer financial protection and fair lending laws. The agency emphasizes a compliance approach over an enforcement approach, providing credit unions with clear guidelines to ensure they comply with applicable laws and regulations and operate safely and soundly.



## **ACCESS: Advancing Communities through Credit, Education, Stability, and Support**

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The NCUA identified a need to foster financial inclusion because of the financial disparities experienced by minority, underserved, and unbanked populations. [ACCESS](#) considers trends in industry data, economic and socioeconomic challenges experienced by consumers, and how the NCUA may assist credit unions in addressing them. Through ACCESS, the NCUA will provide resources to assist credit unions with their outreach strategies. Resources will include educational webinars and the identification of grants and other financial sources to support the development and implementation of financial products and services that assist members experiencing financial hardship. The NCUA will also evaluate ways to refresh and modernize regulations, policies, and programs in support of greater financial inclusion within the credit union system.

## **Stakeholder Engagement**

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To clearly understand the needs of the credit union system, the NCUA seeks input from its stakeholders, including Congress, state supervisory authorities, credit union members, credit unions and their associations, and consumer advocates, among others. Input is sought through the examination and supervision process, surveys, public webinars, working groups, rulemakings, requests for information, and public and congressional dialogue. The views and input are assessed and properly considered during the developmental process.

## **Cross-Agency Collaboration**

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The NCUA is involved in numerous cross-agency initiatives by collaborating with other financial regulatory agencies and through several interagency councils, such as the Financial Stability Oversight Council (FSOC), the Federal Financial Institutions Examination Council (FFIEC), and the Financial and Banking Information Infrastructure Committee (FBIIC). These councils and their associated taskforces and working groups contribute to the success of the NCUA's mission by providing the agency with access to critical financial and market information and opportunities to share information on critical issues and threats to the nation's financial infrastructure, among other benefits.



## Summary of Strategic Goals and Objectives

The chart below summarizes the NCUA’s 2022–2026 strategic goals and objectives.

<i>Strategic Goals</i>	<i>Strategic Objectives</i>
Goal 1: Ensure a safe, sound, and viable system of cooperative credit that protects consumers.	<ul style="list-style-type: none"> <li>1.1 Maintain a financially sound Share Insurance Fund.</li> <li>1.2 Provide effective and efficient supervision.</li> <li>1.3 Ensure compliance with and enforcement of consumer financial protection laws and regulations at federal credit unions.</li> <li>1.4 Ensure NCUA-insured credit unions can appropriately manage emerging opportunities and risks, including cybersecurity and climate-related financial risk.</li> <li>1.5 Ensure NCUA policies and regulations appropriately address emerging and innovative financial technologies, including digital assets.</li> </ul>
Goal 2: Improve the financial well-being of individuals and communities through access to affordable and equitable financial products and services.	<ul style="list-style-type: none"> <li>2.1 Enhance consumer access to affordable, fair, and federally insured financial products and services.</li> <li>2.2 Support and foster small, minority, low-income, and new credit unions.</li> </ul>
Goal 3: Maximize organizational performance to enable mission success.	<ul style="list-style-type: none"> <li>3.1 Attract, develop, and retain an engaged, high-performing, diverse workforce within an inclusive, professional environment.</li> <li>3.2 Deliver improved business processes supported by secure, innovative, and reliable technology solutions and data.</li> <li>3.3 Ensure sound organizational governance.</li> </ul>



## Performance Goals and Indicators

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Each strategic objective has performance goals and indicators. Performance indicators use available data to evaluate whether the NCUA is making progress toward achieving its goals and objectives during the plan period. Targets establish a level of performance the NCUA strives to achieve. The NCUA reviews performance indicators and targets to assess the effectiveness of programs and takes into account how risks and opportunities affect our ability to achieve strategic goals and objectives. This assessment allows the agency to make adjustments to improve performance throughout each year and during the five-year strategic plan timeframe.

### Strategic Goal 1: Ensure a Safe, Sound, and Viable System of Cooperative Credit That Protects Consumers

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Strategic Objectives	Performance Goals
1.1 Maintain a financially sound Share Insurance Fund.	1.1.1 Prudently manage the Share Insurance Fund.
	1.1.2 Assess risks and key trends in the credit union industry and the economy that could impact the Share Insurance Fund.
1.2 Provide effective and efficient supervision.	1.2.1 Execute the requirements of the agency's examination and supervision program and regulations.
	1.2.2 Improve examination quality by incorporating relevant feedback from internal and external stakeholders.
1.3 Ensure compliance with and enforcement of, federal consumer financial protection laws and regulations at credit unions.	1.3.1 Conduct targeted consumer compliance reviews and fair lending examinations.
	1.3.2 Improve compliance with consumer protection laws and regulations through effective guidance to the credit union system.
1.4 Ensure NCUA-insured credit unions can appropriately manage emerging opportunities and risks, including cybersecurity and climate-related financial risk.	1.4.1 Promote and evaluate effective cybersecurity practices in credit unions.
	1.4.2 Identify and work with affected credit unions and state regulators to understand and mitigate asset concentration and other risks.

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## Strategic Objectives

## Performance Goals

1.5 Ensure NCUA policies and regulations appropriately address emerging and innovative financial technologies, including digital assets.

1.5.1 Evaluate and address barriers to credit union adoption of emerging financial technology, including digital assets.

## Strategic Objective 1.1

### *Maintain a Financially Sound Share Insurance Fund.*

The Share Insurance Fund is a cooperative insurance fund comprised of a one percent capitalization deposit from insured credit unions, income from prudent investment strategies, and premium assessments (when needed). The NCUA must maintain a financially sound Share Insurance Fund to protect credit union member-owners against unexpected losses from failed credit unions and to maintain public confidence in federal share insurance. Sound management of the Share Insurance Fund also requires the agency to timely identify, assess, and respond to current and emerging risks, including through robust modeling of future Share Insurance Fund performance and effective execution of the examination program.

Future risks to credit unions include escalating cybersecurity threats, interest rate and liquidity challenges, real estate and member business loan concentrations, and changes in the financial landscape. Each risk requires continual monitoring and, where prudent, risk-mitigation strategies to protect the overall credit union system from preventable losses or failures.

The NCUA will maintain a financially sound Share Insurance Fund through the following strategies and initiatives:

- Continue to make prudent investment decisions for the Share Insurance Fund to ensure the NCUA investment objectives are met and comply with the Board-approved investment policy.
- Monitor emerging challenges and risks potentially impacting the credit union system and the Share Insurance Fund and take action as appropriate.
- Resolve safety and soundness concerns through prompt and effective supervisory and resolution actions, as warranted.
- Identify merger or purchase and assumption partners for credit union failures, to provide continued service to credit union members, increase efficiency, and reduce costs.





- Manage and recover assets in credit union liquidations to minimize failure costs and expenses to the Share Insurance Fund, credit union member-owners, and other creditors.

## Performance Goal 1.1.1

Prudently manage the Share Insurance Fund.

### Indicators

1. Maintain two percent or less of credit union system assets in CAMELS composite 4 and 5 rated credit unions.
2. Strive to minimize costs to the Share Insurance Fund for credit union failures by keeping straight liquidations to 15 percent or less of institution failures.
3. Maintain the Share Insurance Fund's equity ratio above the minimum statutory level and at or below the Normal Operating Level.<sup>5</sup>
4. Maintain an investment strategy that provides for sufficient funds to meet operating costs and liquidity needs of the Share Insurance Fund without having to sell investments at a loss or use the agency's borrowing authority.

## Performance Goal 1.1.2

Assess risks and key trends in the credit union industry and the economy that could impact the Share Insurance Fund.

### Indicators

1. Perform quarterly supervisory reviews for at least 98 percent of high-risk credit unions.
2. Review and assess all capital plans for Tier III credit unions within timelines outlined in regulation.
3. Assess credit union driven stress testing on all Tier II and Tier III credit unions, as defined by NCUA Regulations Part 702.

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<sup>5</sup> The equity ratio is the ratio of Share Insurance Fund equity to the amount of insured shares.



## Strategic Objective 1.2

### *Provide Effective and Efficient Supervision.*

To remain effective, the NCUA's examination and supervision program must continue to evolve with a growing and changing credit union system while recognizing the fundamental differences that define financial cooperatives. The NCUA must act efficiently, properly allocating examination resources to credit unions of highest risk and conducting effective offsite monitoring. Important components of an effective and efficient examination and supervision program include highly skilled examiners, risk- and compliance-based examination policies, robust data collection and analyses, reliable technological tools, and a strong quality assurance program.

The NCUA will provide effective and efficient supervision through the following strategies and initiatives:

- Manage the examination program effectively and efficiently by:
  - Allocating NCUA resources to credit unions and credit union activities posing the greatest risk.
  - Conducting timely supervision of CAMELS composite 3, 4, and 5 credit unions.
  - Taking prompt and effective supervisory and resolution actions, when warranted.
  - Ensuring examinations and supervision contacts are scheduled and completed in accordance with agency policy.
- Produce robust modeling and risk-identification tools that provide economic information on emerging microeconomic and macroeconomic risks and extrapolate to identify the potential risks in credit unions.
- Identify changing risks early in large credit unions through a data-driven supervision approach.
- Work closely with state regulators to ensure necessary action to provide effective supervision of federally insured, state-chartered credit unions, while also minimizing the burden on state-chartered credit unions that results from having a separate regulator and insurer.
- Ensure the quality and consistency of examinations and examination reports through rigorous quality assurance processes, including by normalizing quality-assurance tools such as feedback surveys and the use of recordings during exit meetings and joint conferences.



- Establish a separate Office of the Ombudsman to better ensure effective outreach and engagement with credit unions and the NCUA's external stakeholders, such as the general public, trade associations.

## Performance Goal 1.2.1

Execute the requirements of the agency's examination and supervision program and regulations.

### Indicators

1. Start at least 85 percent of follow-up examinations for federal credit unions with assets greater than \$50 million and a CAMELS composite 3 rating within 180 days of the prior examination completion to ensure all material safety and soundness concerns are being addressed.
2. Start at least 90 percent of follow-up examinations for federal credit unions with assets greater than \$50 million and a CAMELS composite 4 or 5 rating within 120 days of the prior examination completion to ensure all material safety and soundness concerns are being addressed.
3. Start at least 90 percent of federally insured credit union examinations within 12 months of prior exam completion for those on an annual examination schedule and within 20 months of prior exam completion for federal credit unions on an extended examination schedule.
4. Review one-third of NCUA regulations. Identify and prioritize for review regulations that may be in conflict with each other, such as those related to participation loans.

## Performance Goal 1.2.2

Improve examination quality by incorporating relevant feedback from internal and external stakeholders.

### Indicators

1. Develop new, revise existing, or identify external training courses to meet the needs of all field staff.
2. Implement a revised post-examination survey process.



## Strategic Objective 1.3

### *Ensure Compliance with and Enforcement of Federal Consumer Financial Protection Laws and Regulations at Credit Unions.*

The NCUA's assessment of compliance risk considers the federal consumer financial protection laws and regulations the agency enforces, as well as other relevant laws and regulations that govern the operation of credit unions, such as the Bank Secrecy Act (BSA), the Flood Disaster Protection Act, the Secure and Fair Enforcement for Mortgage Licensing Act, and the NCUA's established regulations. The NCUA's fair lending examination program is designed to ensure that credit unions comply with the regulations established to protect consumers against discrimination. The NCUA also performs targeted consumer compliance reviews during risk-focused examinations.

The NCUA also contributes to developing well-balanced regulations and policy statements related to consumer financial protection as part of the FFIEC Taskforce on Consumer Compliance.

The NCUA will ensure compliance with and enforcement of federal consumer financial protection laws and regulations at credit unions through the following strategies and initiatives:

- Provide timely guidance to the credit union system and examiners related to changes in regulations established to protect consumers.
- Monitor consumer complaints and fair lending examination and offsite supervision contact results to guide consumer compliance program development.
- Perform fair lending examinations and supervision contacts and refer fair lending violations to the Department of Justice, as required.
- Collaborate with other federal regulatory agencies, as appropriate, to protect consumers using credit union products and services.
- Continue to provide a responsive and efficient consumer complaint handling process in the [Consumer Assistance Center](#).
- Maintain the [consumer compliance regulatory resource page](#) on NCUA.gov.
- Hire two fair lending personnel to enhance the NCUA's fair lending function and foster a more independent quality control process.
- Establish and staff a regional consumer compliance specialist program and a regional bank secrecy specialist program using reallocated and new positions to support the examination and supervision of larger, more complex credit unions.



## Performance Goal 1.3.1

Conduct targeted consumer compliance reviews and fair lending examinations.

### Indicators

1. Complete at least 50 fair lending examinations.
2. Perform quality control reviews on at least 200 examination reports to determine if the consumer financial protection supervisory priorities are sufficiently addressed during examinations.

## Performance Goal 1.3.2

Improve compliance with consumer protection laws and regulations through effective guidance to the credit union system.

### Indicator

1. Issue guidance or conduct outreach semi-annually addressing any common themes identified in credit union operations during consumer financial protection quality control reviews.

## Strategic Objective 1.4

***Ensure NCUA-Insured Credit Unions Can Appropriately Manage Emerging Opportunities and Risks, Including Cybersecurity and Climate-Related Financial Risk.***

The NCUA will ensure NCUA-insured credit unions can appropriately manage emerging opportunities and risks through the following strategies and initiatives:

- Provide training on a timely basis to help staff understand emerging opportunities and risks in the credit union system and related risk management strategies.
- Provide examiners with timely reports to identify trends in key risk areas.
- Provide guidance and other information to the credit union system on regulatory and supervisory matters, trends affecting federally insured credit unions, and potential risks and threats.



## Performance Goal 1.4.1

Promote and evaluate effective cybersecurity practices in credit unions.

### Indicator

1. Implement updated information security examination procedures and analyze results to assess baseline level of preparedness.

## Performance Goal 1.4.2

Identify and work with affected credit unions and state regulators to understand and mitigate asset concentration and other risks.

### Indicators

1. Conduct at least 95 percent of exams or supervision contacts for credit unions with high concentrations in specific loan types according to established timelines.
2. Publish a Request for Information seeking input from credit union stakeholders about climate-related financial risks.

## Strategic Objective 1.5

***Ensure NCUA policies and regulations appropriately address emerging and innovative financial technologies, including digital assets.***

Emerging and innovative financial technologies, including digital ledger technology (DLT) and digital assets, present opportunities and risks to the credit union system. The NCUA is committed to supporting the credit union system as it navigates the changes FinTech and other innovations are bringing to the financial services industry. The agency must identify financial services industry risks and opportunities as well as marketplace developments that may prompt regulatory or policy changes.

The agency will ensure NCUA policies, regulations, and guidance appropriately address emerging and innovative financial technologies through the following strategies and initiatives:

- Continue studying emerging financial technology, including DLT and digital assets, to determine regulatory and policy needs for the credit union system.
- Facilitate discussions between credit unions and FinTech providers.



- Engage with the credit union industry and FinTech providers through the agency's Financial Technology and Access team.
- Work with credit unions to implement and use technology solutions so they can operate more efficiently and expand access to financial services.

## Performance Goal 1.5.1

Evaluate and address barriers to credit union adoption of emerging financial technology, including digital assets.

### Indicator

1. Issue a final rulemaking relating to financial technology and loan participations, issue a proposed rulemaking relating to financial technology, and develop policies, guidance, and training relating to financial technology and access issues the credit union system is experiencing.



## Strategic Goal 1: Summary Performance Indicators and Targets

Goal	Indicator	2020 Actual	2021 Actual	3q2022 Actual	2023 Target
	Maintain two percent or less of credit union system assets in CAMELS composite 4 and 5 rated credit unions.	0.50%	0.42%	0.18%	Less than or Equal to 2%
	Strive to minimize costs to the Share Insurance Fund for credit union failures by keeping straight liquidations to 15 percent or less of institution failures.	0%	14%	0%	Less than or Equal to 15%
1.1.1	Maintain the Share Insurance Fund equity ratio above the minimum statutory level and at or below the Normal Operating Level.	1.26%	1.26%	1.26% <sup>6</sup>	Above statutory minimum and at or below NOL
	Maintain an investment strategy that provides for sufficient funds to meet operating costs and liquidity needs of the Share Insurance Fund without having to sell investments at a loss or use the agency's borrowing authority.	NA	NA	NA	Achieve
	Perform quarterly supervisory reviews for at least 98 percent of high-risk credit unions.	NA	NA	100%	Greater than or Equal to 98%
1.1.2	Review and assess all capital plans for Tier III credit unions within timelines required in regulation.	Achieved	Achieved	On Target	Achieve
	Assess credit union driven stress testing on all Tier II and Tier III credit unions, as defined by NCUA Regulations Part 702.	Achieved	Achieved	Achieved	Achieve by 9/30/2023
1.2.1	Start at least 85 percent of follow-up examinations for federal credit unions with assets greater than \$50 million and a CAMELS composite 3 rating within 180 days of the prior examination completion to ensure all material safety and soundness concerns are being addressed.	90%	85%	95%	Greater than or Equal to 85%

<sup>6</sup> As of June 30, 2022.





Goal	Indicator	2020 Actual	2021 Actual	3q2022 Actual	2023 Target
	Start at least 90 percent of follow-up examinations for federal credit unions with assets greater than \$50 million and a CAMELS composite 4 or 5 rating within 120 days of the prior examination completion to ensure all material safety and soundness concerns are being addressed.	87%	92%	100%	Greater than or Equal to 90%
	Start at least 90 percent of federally insured credit union examinations within 12 months of prior exam completion for those on an annual examination schedule and within 20 months of prior exam completion for federal credit unions on an extended examination schedule.	NA	NA	NA	Greater than or Equal to 90%
	Review one-third of NCUA regulations. Identify and prioritize for review regulations that may be in conflict with each other, such as those related to participation loans.	Achieved	Achieved	On Target	Achieve by 12/31/2023
1.2.2	Develop new, revise existing, or identify external training courses to meet the needs of all field staff.	28	23	25	18
	Implement a revised post-examination survey process.	NA	Survey Implemented	Feedback Collected	Achieve by 12/31/2023
1.3.1	Complete at least 50 fair lending examinations.	19	29	20	Greater than or Equal to 50
	Perform quality control reviews on at least 200 examination reports to determine if the consumer financial protection supervisory priorities are sufficiently addressed during safety and soundness examinations.	NA	200	198	200
1.3.2	Issue guidance or conduct outreach semi-annually addressing any common themes identified in credit union operations during consumer financial protection quality control reviews.	NA	Achieved	4	Greater than or Equal to 2 deliverables
1.4.1	Implement updated information security examination procedures and analyze results to assess baseline level of preparedness.	NA	NA	Procedures Under Development	Achieve by 12/31/2023



Goal	Indicator	2020 Actual	2021 Actual	3q2022 Actual	2023 Target
1.4.2	Conduct at least 95 percent of exams or supervision contacts for credit unions with high concentrations in specific loan types according to established timelines.	Implemented Procedures	Commenced Reviews	99%	Greater than or Equal to 95%
	Publish a Request for Information seeking input from credit union stakeholders about climate-related financial risks.	NA	NA	Not Achieved	Achieve by 2/16/2023
1.5.1	Issue a final rulemaking relating to financial technology and loan participations, issue a proposed rulemaking relating to financial technology, and develop policies, guidance, and training relating to financial technology and access issues the credit union system is experiencing.	NA	NA	NA	Achieve by 12/31/2023



## Strategic Goal 2: Improve the Financial Well-Being of Individuals and Communities Through Access to Affordable and Equitable Financial Products and Services

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### Strategic Objectives

### Performance Goals

2.1 Enhance consumer access to affordable, fair, and federally insured financial products and services.

- 2.1.1 Expand community and individual access to fair and affordable credit union products and services through modernized NCUA regulations, policies, and programs.
- 2.1.2 Empower consumers with financial education information.

2.2 Support and foster small, minority, low-income, and new credit unions.

- 2.2.1 Support the viability of credit unions.
- 2.2.2 Maximize the agency's grant and loan programs.

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The Federal Credit Union Act charges the NCUA with promoting access to safe, fair and affordable credit union services for consumers of all backgrounds and income levels, including those of modest means. The NCUA works to foster the preservation and growth of credit unions in a changing demographic, economic, and technological landscape.

Strategic Goal 2 focuses on the NCUA's role in ensuring that America's system of cooperative credit is fair and open to all consumers, and that it can effectively incorporate new and emerging technologies offering affordable and equitable benefits to its member-owners.

The following objectives, performance goals, and strategies support the NCUA's goal of improving the financial well-being of individuals and communities through access to affordable and equitable financial products and services.



## Strategic Objective 2.1

### *Enhance Consumer Access to Affordable, Fair, and Federally Insured Financial Products and Services.*

The NCUA is committed to maintaining up-to-date regulations, policies, and programs that expand consumer access to safe and affordable financial products and services, along with financial education that helps consumers understand their choices. Informed consumers who have access to a range of safe, fair and affordable credit union products and services — including from new and emerging technologies — make better financial decisions for themselves and for their communities.

The NCUA will enhance consumer access to affordable, fair, and federally insured financial products and services through the following strategies and initiatives:

- Promote NCUA programs that assist credit unions with providing access to financial services.
- Focus on meeting the needs of underserved and diverse communities by strengthening the four pillars of financial inclusion: access to credit, education, stability, and support.
- Promote the value of diversity and inclusive financial services in credit unions.
- Actively participate in FFIEC working groups and Financial Literacy Education Commission meetings.

### Performance Goal 2.1.1

Expand community and individual access to safe, fair and affordable credit union products and services through modernized NCUA regulations, policies, and programs.

#### Indicators

1. Approve at least 25 Underserved Area expansions, in accordance with regulation and agency policy.
2. Obtain stakeholder feedback to understand credit union challenges in providing access to safe, fair and affordable financial products to unbanked and underbanked households.
3. Propose at least one regulatory change to update the field of membership or chartering rules.



## Performance Goal 2.1.2

Empower consumers with financial education information.

### Indicator

1. Increase the reach of the NCUA's consumer financial education and literacy information.<sup>7</sup>

## Strategic Objective 2.2

### *Support and Foster Small, Minority, Low-Income, and New Credit Unions.*

The NCUA continues to develop initiatives to foster new and small credit unions, credit unions serving those of modest means, and credit unions designated as minority depository institutions (MDIs). Such efforts will help provide safe, fair and affordable financial services to traditionally underserved communities. The NCUA will continue to evaluate ways to further streamline its chartering process for new credit unions while preserving its safety and soundness and consumer protection priorities. The NCUA's [MDI preservation program](#) provides needed support to federally insured credit unions that serve communities and individuals who may lack access to mainstream financial products and services. The NCUA will support and foster small, minority, low-income, and new credit unions through the following strategies and initiatives:

- Encourage greater use of the NCUA's CDRLF and the U.S. Treasury's Community Development Financial Institution certification to bolster services to low-income members.
- Enhance education and outreach services to credit union boards and management, including through online training courses.
- Provide educational assistance and support to groups and communities seeking to form credit unions, including ongoing and regular updates to the chartering guide based on input received from users.
- Seek feedback from newly chartered credit unions and groups supporting them to identify ways to streamline the credit union chartering process while maintaining safety and soundness priorities.
- Structure the CDRLF grant initiatives to maximize the impact on low-income communities.

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<sup>7</sup> Reach will be measured as the year over year increase of users of mycreditunion.gov, attendees of financial education webinars hosted or co-hosted by the NCUA, and views of the NCUA's financial education YouTube videos.



- Follow-up with federal credit unions on implementation of their business and marketing plans every year for the first three years after receiving a new or expanded community charter.
- Develop an MDI awareness initiative, to promote the growth of existing, and encourage the identification of new MDI credit unions.

## Performance Goal 2.2.1

Support the viability of credit unions.

### Indicators

1. Maintain the level of members in MDI-designated credit unions at or above 2022 levels.
2. Conduct small credit union and MDI assistance program support contacts for 100 percent of participating credit unions.
3. Charter at least four new credit unions by December 31, 2023.

## Performance Goal 2.2.2

Maximize the agency's grant and loan programs.

### Indicator

1. Increase the number of first-time CDRLF grant applicants by at least 25 percent.



## Strategic Goal 2: Summary Performance Indicators and Targets

Goal	Indicator	2020 Actual	2021 Actual	3q2022 Actual	2023 Target
	Approve at least 25 Underserved Areas expansions in accordance with regulation and agency policy.	NA	NA	NA	Greater than or Equal to 25
2.1.1	Obtain stakeholder feedback to understand credit union challenges in providing access to fair and affordable financial products to unbanked and underbanked households.	NA	NA	Achieved	Achieve
	Propose at least one regulatory change to update the field of membership or chartering rules.	NA	NA	Not Achieved	Achieve
2.1.2	Increase the reach of the NCUA's consumer financial education and literacy information.	NA	NA	NA	Greater Than or Equal to 5%
	Maintain the level of members in MDI-designated credit unions at or above level reported as of December 31, 2022.	4.3 million	4.6 million	5.1 million <sup>8</sup>	Achieve
2.2.1	Conduct small credit union and MDI assistance program support contacts for 100 percent of participating credit unions.	NA	NA	NA	100%
	Charter at least four new credit unions by December 31, 2022.	1	4	2	Greater than or Equal to 4
2.2.2	Increase the number of first-time CDRLF grant applicants by at least 25 percent.	NA	NA	NA	Greater than or Equal to 25%

<sup>8</sup> As of June 30, 2022.



## Strategic Goal 3: Maximize Organizational Performance to Enable Mission Success

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### Strategic Objectives

### Performance Goals

3.1 Attract, develop, and retain an engaged, high-performing, diverse workforce within an inclusive, professional environment.

3.1.1 Deliver timely and relevant training and leadership development programs for all staff.

3.1.2 Foster a professional, inclusive workplace that values diverse perspectives, maximizes employees' contributions, and fosters belonging.

3.2 Deliver improved business processes supported by secure, innovative, and reliable technology solutions and data.

3.2.1 Implement secure, reliable, accessible, and innovative technology and data solutions.

3.2.2 Gain efficiencies through quality processes, systems, and project management.

3.3 Ensure sound organizational governance.

3.3.1 Foster an effective risk management and internal control environment.

3.3.2 Promote sound financial management and stewardship principles.

The NCUA's most important resource is high-quality, skilled staff. To maximize employee contributions to the NCUA's mission, the agency's staff must be supported by efficient and effective processes, tools, data, and modern technology. The right people equipped with the right tools, supported by sound organizational governance, fulfill the agency's mission and deliver organizational excellence.

This goal emphasizes organizational excellence through effective, efficient, and inclusive recruiting, hiring, training, and career-development processes that support and promote diversity within the workplace.





## Strategic Objective 3.1

### *Attract, Develop, and Retain an Engaged, High-Performing, Diverse Workforce Within an Inclusive, Professional Environment.*

The NCUA aims to foster a professional work environment that attracts and retains innovative, high-performing, highly engaged, and diverse employees. The NCUA prioritizes diversity and inclusion as a strategic business imperative.

Workforce engagement is critical to the successful performance of the NCUA because an engaged workforce is more efficient, productive, and accountable to the success and results produced by the agency. To attract, engage and retain a highly skilled, diverse workforce and cultivate an inclusive environment, the NCUA will implement the following strategies and initiatives:

- Strengthen the agency's human capital data analytics, statistical modeling, and forecasting capabilities to improve long-range planning efforts.
- Address and eliminate barriers to equal employment opportunity where low participation exists.
- Develop a culture of continuous learning for the NCUA's employees and incorporate employee feedback into course design to improve future training.
- Maintain investment in programs that promote employee retention and inclusion, such as leadership development opportunities and programs, and special emphasis programs.
- Institute strategic workforce planning processes and tools and strengthen succession planning capabilities to anticipate future workforce needs of the agency and identify talent management solutions to best address them.
- Target diverse communities through awareness campaigns as part of employee recruiting and other outreach efforts.
- Evaluate the results of the Federal Employee Viewpoint Survey and implement changes as necessary to address lower scoring areas.

### Performance Goal 3.1.1

Deliver timely and relevant training and leadership development programs for all staff.

#### Indicators

1. Obtain at least a 4 (out of 5) average satisfaction rating in training class evaluations.



2. Achieve at least a 4 (out of 5) average employee satisfaction level with NCUA leadership development programs.

## Performance Goal 3.1.2

Foster a professional, inclusive workplace that values diverse perspectives, maximizes employees' contributions, and fosters belonging.

### Indicators

1. Achieve a score of 76 percent or above on the NCUA's Federal Employee Viewpoint Survey Diversity, Equity, Inclusion, and Accessibility Index results.
2. Improve the NCUA's Federal Employee Viewpoint Survey Employee Engagement Index by two percentage points.

## Strategic Objective 3.2

### ***Deliver Improved Business Processes Supported by Secure, Innovative, and Reliable Technology Solutions and Data.***

The NCUA is committed to implementing new technology responsibly and delivering secure, reliable, and innovative technological solutions with enhanced business processes that support its mission. The NCUA plans for new and improved approaches to harness emerging data, advance its analytical techniques, deploy innovative technology, and implement improvements in its supervisory approach. A robust and secure information technology infrastructure, combined with effective technological applications, ensure the effectiveness and efficiency of the agency's workforce.

The NCUA will carry out the following strategies and initiatives to deliver an efficient organizational design supported by improved business processes and innovation:

- Ensure the NCUA is equipped with reliable means of communication during natural or man-made disasters and that personnel are sufficiently trained to use these resources.
- Enhance the oversight of information technology investments through scheduled project reviews in order to remove obstacles that might negatively impact cost, schedule, scope, risk, quality, or resource requirements.
- Continue development of the NCUA's Enterprise Data Program and an enterprise business intelligence capability.
- Continue researching virtual examination processes, including ways to harness new and emerging data, advancements in analytical techniques, innovative technology, and improvements in supervisory approaches.



## Performance Goal 3.2.1

Implement secure, reliable, accessible, and innovative technology and data solutions.

### Indicators

1. Advance the use of the NCUA's self-service enterprise business intelligence tool by offering at least four training sessions targeting content creators.
2. In accordance with the United States Computer Emergency Readiness Team (US-CERT) Federal Incident Notification Guidelines, report 100 percent of applicable security incidents to US-CERT within one hour of being identified by the agency's computer security incident response team.
3. Maintain NCUA.gov's 508 compliance at 97 percent or greater.

## Performance Goal 3.2.2

Gain efficiencies through quality processes, systems, and project management.

### Indicators

1. Achieve a Service Desk Tier 1 resolution rate (incidents resolved without transferring or escalating) of at least 70 percent.
2. Convert at least three products into the data visualization system.
3. Onboard at least 70 examiners to resource the agency's examination and supervision program.
4. Maintain a low-risk designation for the NCUA's annual NARA Records Management Self-Assessment.

## Strategic Objective 3.3

### *Ensure Sound Organizational Governance.*

Sound organizational governance at the NCUA protects its people and ensures the stability of its four permanent funds. It promotes responsible management of its resources and ensures the agency complies with relevant laws, policies, and standards. The NCUA will implement strategies and initiatives that promote efficient business processes, sound internal controls, and effective risk management practices.



To ensure sound corporate governance, the NCUA will use the following strategies and initiatives:

- Maintain sound business processes that promote efficiency in operations and support accountability and decision making.
- Ensure robust financial reporting processes and promote efficiency and continuous improvement.
- Maintain strong security of information technology systems.
- Leverage tools, processes, and resources for increasing opportunities to minority- and women-owned businesses in the NCUA competitive procurement process.
- Seek continuous improvements to strengthen the agency’s fundamental business processes and procedures.
- Continue to mature the agency’s Enterprise Risk Management program and promote a risk-aware culture to ensure cost-effective decision-making and risk management optimization within the agency.

### Performance Goal 3.3.1

Foster an effective risk management and internal control environment.

#### Indicators

1. Complete at least 90 percent of the Office of Inspector General recommendations due in 2023 within the established timeframes.
2. Achieve a score of 75 percent or above on the NCUA’s Federal Employee Viewpoint Survey Question “My organization has prepared me for potential physical security threats.”
3. Maintain at least an overall maturity rating of Level 3, Consistently Implemented, for the NCUA’s annual Federal Information Security Management Act (FISMA) information security program assessment.<sup>9</sup>
4. Improve the NCUA leadership’s assessment of the adequacy of the agency’s internal controls environment.

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<sup>9</sup> FISMA information security program assessment maturity levels are Level 1, Ad Hoc; Level 2, Defined; Level 3, Consistently Implemented; Level 4, Managed and Measurable; and, Level 5, Optimized.



## Performance Goal 3.3.2

Promote sound financial management and stewardship principles.

### Indicators

1. Receive an unmodified opinion on the NCUA financial statement audit of all four funds.
2. Award at least 70 percent of total eligible contract dollars as competitive actions.



## Strategic Goal 3: Summary Performance Indicators and Targets

Goal	Indicator	2020 Actual	2021 Actual	3q2022 Actual	2023 Target
3.1.1	Obtain at least a 4 (out of 5) average satisfaction rating in training class evaluations.	NA	NA	NA	At Least a 4 (out of 5)
	Achieve at least a 4 (out of 5) percent employee satisfaction level with NCUA leadership development programs.	NA	NA	NA	At Least a 4 (out of 5)
3.1.2	Achieve a score of 76 percent or above on the NCUA's Federal Employee Viewpoint Survey Diversity, Equity, Inclusion, Accessibility Index results	NA	NA	76%	At Least 76%
	Improve NCUA's Federal Employee Viewpoint Survey Employee Engagement Index by two percentage points.	76%	77%	76%	Increase by 2 percentage points
3.2.1	Advance the use of the NCUA's self-service enterprise business intelligence tool by offering at least four training sessions targeting content creators	NA	NA	NA	Greater than or Equal to 4
	In accordance with the United States Computer Emergency Readiness Team (US-CERT) Federal Incident Notification Guidelines, report 100 percent of applicable security incidents to US-CERT within one hour of being identified by the agency's computer security incident response team.	NA	NA	NA	100%
	Maintain NCUA.gov's 508 compliance at 97 percent or greater.	NA	95%	98%	Greater than or Equal to 97%
3.2.2	Achieve a Service Desk Tier 1 resolution rate (incidents resolved without transferring or escalating) of at least 70 percent.	58%	72%	82%	At least 70%
	Convert at least three products into the data visualization system	NA	NA	NA	Greater than or Equal to 3



Goal	Indicator	2020 Actual	2021 Actual	3q2022 Actual	2023 Target
	Onboard at least 70 examiners to support the agency's examination and supervision program.	59	58	60 <sup>10</sup>	Greater than or Equal to 70
	Maintain a low-risk designation for the NCUA's annual NARA Records Management Self-Assessment.	Low Risk	Low Risk	Low Risk	Low Risk
	Complete at least 90 percent of the Office of Inspector General recommendations due in 2023 within the established timeframes.	72%	79%	71%	At least 90%
	Achieve a score of 75 percent or above on the NCUA's Federal Employee Viewpoint Survey Question "My organization has prepared me for potential physical security threats."	NA	NA	72%	Greater than or Equal to 75%
3.3.1	Maintain at least an overall maturity rating of Level 3, Consistently Implemented, for the NCUA's annual FISMA information security program assessment.	Level 2	Level 4	Level 4	Greater than or Equal to Level 3
	Improve the NCUA leadership's assessment of the adequacy of the agency's internal controls environment.	3.77	3.87	3.93	Weighted Average 4 out of 5
	Receive an unmodified opinion on the NCUA financial statement audit of all four funds.	Achieved	Achieved	Achieved	Achieve
3.3.2	Award at least 70 percent of total eligible contract dollars as competitive actions.	88%	59%	87%	Greater than or Equal to 70%

<sup>10</sup> As of December 31, 2022.



## Management Review

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The NCUA develops performance measures through its strategic planning process. The agency holds program managers accountable through meaningful and realistic targets that also challenge the agency to leverage its resources and improve the results achieved by the NCUA. Each designated program manager is responsible for progress in meeting the goals, reporting the results, and making operational adjustments. When appropriate, program managers are required to explain how they will improve performance when targets are not met.

## Program Evaluation and Research

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The NCUA periodically reviews its performance framework and focuses on tracking and reporting the most appropriate and meaningful outcome-oriented performance goals to show effectiveness, efficiency, and results. The NCUA has not developed outcome-oriented performance goals in all cases, and therefore also uses input and output measures that support outcomes, lead to outcomes, or otherwise provide valuable indicators of how the agency is progressing toward achieving its strategic goals and objectives. The NCUA uses the results of quarterly reviews and its annual performance report to inform future development of strategies, goals, measures, and targets. For this performance plan, each office provided its analysis and support for each performance goal.

Several performance indicators in this plan are new for 2023; therefore, historical data is not available. These indicators are marked as “NA” in the summary performance indicator and target tables.

## Data Management and Reliability

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Data management and data reliability are important in determining performance outcomes. Various offices monitor and maintain automated systems and databases that collect, track, and store performance data, with support provided by the NCUA’s Office of the Chief Information Officer. In addition to the general controls the NCUA has in place, which ensure only authorized staff can access key systems, each application or system incorporates internal validation edits to ensure the accuracy of data contained therein. These application edits include checks for reasonableness, consistency, and accuracy. Crosschecks between other internal automated systems also provide assurances of data accuracy and consistency.





## Enterprise Risk Management

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The NCUA is subject to a variety of risks that relate to its objectives, strategies, operations, reputation, and environment. Through the NCUA’s Enterprise Risk Management program, the agency is proactively managing risks to achieving its mission, as well as maximizing opportunities across the agency. ERM examines the full spectrum of risks related to achieving the NCUA’s strategic objectives and provides agency leadership with a portfolio view of risk to help inform decision-making.

The agency’s Enterprise Risk Management Council works collaboratively with risk leads, other agency governing councils, and subject-matter experts, to optimize risk management and mitigation on a consistent and continuous basis.

In 2022, the NCUA Board approved an updated [risk appetite statement](#). The NCUA developed this statement through careful consideration and evaluation of the risks the agency faces while focused on achieving its strategic objectives, consistent with its Strategic Plan.

## Hyperlinks

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[\*2022–2026 Strategic Plan\*](#)

[ACCESS Initiative](#)

[Examination Flexibility Initiative](#)

[Consumer Assistance Center](#)

[Consumer Compliance Regulatory Resources](#)

[Annual Voluntary Credit Union Diversity Self-Assessment](#)

[MDI Preservation Program](#)

[NCUA Diversity and Inclusion](#)

[NCUA Budget Documents](#)

[NCUA's Risk Appetite Statement](#)

[NCUA Annual Reports](#)

[Cybersecurity Resources](#)

[NCUA Regulations](#)

[Enterprise Solution Modernization Program](#)



## Appendix A — Budgetary Requirements by Strategic Goal

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Strategic Goal	2023 Budget	
	Dollars (in Millions)	Full-Time Equivalents
Goal 1: Ensure a safe, sound, and viable system of cooperative credit that protects consumers	\$234.43	1,005
Goal 2: Improve the financial well-being of individuals and communities through access to affordable and equitable financial products and services	\$14.79	58
Goal 3: Maximize organizational performance to enable mission success	\$102.14	141
Office of Inspector General	\$4.07	10
<b>Total</b>	<b>\$355.43</b>	<b>1,214</b>

Budgets for the Offices of the Board, Executive Director, General Counsel, Ethics Council, External Affairs and Communications, and Chief Financial Officer and the Capital Budget are allocated across all strategic goals.



## Appendix B — Performance Management Programs Process

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The NCUA’s performance management programs process begins with the agency’s strategic plan, which provides long-term strategic goals for the agency and serves as the cornerstone of the performance management process. It outlines the NCUA’s annual (short-term) objectives, strategies, and corresponding performance goals that contribute to accomplishing the established strategic goals. Goal accomplishment is evaluated through the use of performance indicators each quarter. At the end of each performance plan period, a formal analysis of performance is documented in the Performance Results Summary of the [Annual Report](#), which includes performance indicator results, an analysis of agency program performance and factors that may have affected goal achievement. The Office of Management and Budget (OMB) also evaluates the effectiveness of the NCUA’s programs and performance management process.

The NCUA continues to strengthen planning and budget processes. The performance goals outlined in the strategic plan provide a framework for both the *Annual Performance Plan* and the budget request. The [NCUA’s 2023–2024 Budget](#) supports the [2022–2026 Strategic Plan](#) to achieve agency priorities and improve agency performance. The budget supports the NCUA’s three strategic goals and enables the NCUA’s plans to address key challenges and leverage agency strengths.

The President’s Budget identifies the lower-priority program activities, as required under the Government Performance and Results Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at the [OMB website](#).