

Government Performance and Review Act (GPRA): Export-Import Bank Annual Performance Plan (APP) for FY 2020, incorporating revisions for FY 2019

The following document combines a revision of EXIM's FY 2019 Government Performance and Review Act (GPRA) Annual Performance Plan, and EXIM's FY 2020 Annual Performance Plan. The Strategic Plan is applicable for the years 2018 – 2022, and is published on the EXIM agency website.

The 2018-2022 Strategic Plan identifies three goals that serve as the basis for EXIM's GPRA targets:

1. Return the Bank to full operational capacity and regain the long-term confidence of large U.S. exporters to increase American manufacturing production in the years ahead;
2. Quadruple the number of U.S. small and medium sized enterprises (SMEs) supported by EXIM;
3. Prepare EXIM for the dynamic business evolution of export trade credit and the competition resulting from other export credit agencies (ECAs).

Agency performance staff:

Chief Operating Officer (COO): Jeffrey Goettman, EVP and Chief Operating Officer. The COO provides overall organization management to improve agency performance and achieve the mission and goals of the agency through the use of strategic planning, measurement analyses, and regular review of overall progress.

Performance Improvement Officer (PIO): Michele Kuester, SVP, Office of Strategy and Performance. The PIO advises and assists Bank leadership to ensure that the mission and goals are achieved through strategy and performance planning, measurement, analysis, regular assessment of progress and use of performance information to improve results. Designated goal leaders manage and are responsible for Bank efforts related to the accomplishment of specific goals.

(Goal leaders are named below under the corresponding goal)

Achievement of the targets set forth in this plan is contingent upon EXIM being fully functional by early FY 2019.

GOAL 1: RETURN THE BANK TO FULL OPERATIONAL CAPACITY AND REGAIN THE LONG-TERM CONFIDENCE OF LARGE U.S. EXPORTERS TO INCREASE AMERICAN MANUFACTURING PRODUCTION IN THE YEARS AHEAD

Goal Leader: David Sena, SVP, Office of Board-Authorized Finance

The first section of the table below reflects EXIM's efforts to rebuild its role as a reliable provider of large-scale, board-authorized financing (in most cases, authorizations of \$10 million or greater). The ongoing lack of a board quorum has continued into FY 2018, as reflected in the lack of board-sized authorizations beginning in FY 2015 and following. EXIM is preparing to advance its board-authorized activities once it is fully operational. As discussed in the Strategic Plan, EXIM is pursuing a number of strategies and initiatives to support this goal; including realigning the banking divisions of EXIM to better support its customers' experiences, and improving efficiency and operational effectiveness.

- **Competitive ECA Ranking:**
 - Corresponding Strategic Plan objective: Regain overall market position among global ECAs in FY 2019.
 - Metric based on TXF's total average ECA ranking, reported annually.

- **U.S. Medium- and Long-Term Customers Supported:**
 - Corresponding Strategic Plan objective: Identify and grow the number of U.S. businesses supported by the MLT financings of EXIM, directly and indirectly, by 20% each year beginning in FY 2019.
 - Metric based on EXIM data on total unique businesses supported by EXIM's MLT financings. This metric will be compiled and analyzed for both U.S. exporters and their supply chains.

- **Expand EXIM MLT support volume in six key industries (Metric added for FY2020 given timing specified in Strategic Plan):**

- Corresponding Strategic Plan objective: Respond to market demand with financing in targeted EXIM Bank sectors (Transportation, Energy and Mining, Power, Infrastructure, Technology, and Industrial)
- Metric based on EXIM authorizations and publically available industry sector data.

GOAL 2: QUADRUPLE THE NUMBER OF U.S. SMALL AND MEDIUM ENTERPRISE (SME) EXPORTERS

Goal Leader: James Burrows, SVP, Office of Small Business

The second section of the table below provides EXIM’s metrics and targets associated with small and medium-sized businesses (SMEs). As discussed in the Strategic Plan, EXIM is prioritizing focus on SME growth that will directly benefit small businesses in the U.S. and support a broader reach across industrial America. To achieve this goal, EXIM has developed several strategies collectively aimed at attracting and retaining SME customers, growing intermediaries, improving customer experience, and increasing operational efficiency.

- **Retention Rate**

- Corresponding Strategic Plan objective: Retain 95% of EXIM SME customers with ongoing trade credit needs every year if they are unable to transition to private-sector financing in alignment with their business plans.
- Metric based on EXIM’s calculated percentage of existing Short-Term Insurance and Short-Term Working Capital customers receiving EXIM support from year to year (data definition revised to exclude unused policies).

- **U.S. Short-Term customers supported**

- Corresponding Strategic Plan objective: Grow the number of SMEs supported by EXIM in FY 2022 by 400% from FY 2017 baseline.
- Metric based on EXIM data regarding 1) the total number of Short-Term Insurance and Short-Term Working Capital customers receiving EXIM support and 2) the total number of active customers maintained by EXIM.

- **Intermediaries**

- Strategic Plan Objective: Grow intermediaries by 10% in 2018 and 25% annually in 2019 and beyond.
- Metric based on EXIM data regarding the numbers of EXIM intermediaries, including brokers, Working Capital lenders, and Regional Export Promotion Program participants, meeting specified minimum activity thresholds. (Metric added to align with 2018-2022 Strategic Plan)

GOAL 3: PREPARE EXIM FOR THE DYNAMIC BUSINESS EVOLUTION OF EXPORT TRADE CREDIT

Goal Leader: Michele Kuester, SVP, Office of Strategy and Performance

The third section of the table below reflects EXIM's focus on developing its staff and internal capabilities. As discussed in the Strategic Plan, EXIM is supporting this goal through several strategies aimed at developing critical skills, increasing accountability, and improving employee engagement. EXIM has a number of ongoing initiatives that support achievement of this goal, including the Excellence in Government (EIG) fellows program, Individual Development Plan Program, and others.

- **Critical Skill Areas:**

- Corresponding Strategic Plan objective: Increase the number of critical-skill employees as a percentage of total employees.
- Metric based on EXIM data on the percentage of current employees with EXIM-identified critical skills.

- **Performance goal alignment:**

- Corresponding Strategic Plan objective: Ensure every senior manager has at least two performance goals that are tied to accomplishment of the Bank's strategic goals.
- Metric based on analysis of performance plans.

- **Performance Reviews:**

- Corresponding Strategic Plan objective: Increase the consistency of employee performance reviews and feedback by ensuring managers set 'SMART' (Specific, Measurable, Achievable, Realistic, Time bound) goals and using standardized guidance to perform reviews.
- Metric for consistency of performance reviews and feedback based on EXIM annual performance evaluation data. (Metric added to align with FY 2018-2022 Strategic Plan)

- **Employee Engagement:**

- Corresponding Strategic Plan objective: Increase EXIM's Federal Employee Viewpoint Survey Employee Engagement index score to 70% in 2018 and over 80% by 2022.
- Metric based on FEVS annual survey responses.

Metrics without Targets/Prior Performance History

Some metrics do not have prior performance history. For metrics where historic performance data is unavailable, beginning in FY 2018, EXIM is collecting baseline measurements, with annual reporting on established targets beginning in FY 2019.

Data Accuracy and Reliability

The metrics provided in the accompanying table provide a framework that measures the outcome of EXIM's efforts toward our three strategic goals. Data used to verify and validate measured values in the accompanying table comes from EXIM's enterprise reporting system, which is designed to capture disparate data across the institution, and transform it into useful management information. Most of the data are used to underwrite, authorize and monitor the transactions EXIM supports, and as such, are subject to rigorous review processes performed by underwriters, underwriting managers, management and other EXIM offices – including the Office of the Chief Financial Officer. EXIM has a high-level of confidence in the quality of its performance data.

Achievement of the targets set forth in this plan is contingent upon EXIM being fully functional by early FY 2019.

GOAL 1: REGAIN THE LONG-TERM CONFIDENCE OF LARGE U.S. EXPORTERS AND RETURN THE BANK TO FULL OPERATIONAL CAPACITY (Goal Leader: David Sena)							
Metric	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2019 Target	FY2020 Target
a. Competitive ECA Ranking	TXF customer survey ranking of EXIM versus all global ECAs	--	4th	5th	3rd – 5th	2-4	1-2
b. U.S. Medium- and Long-Term Customers Supported:	# of unique Medium- and Long-Term customers active as of end of fiscal year	2,801	2,386	2,240	2,352	2,492 ¹	2,991
c. EXIM MLT support volume in six key industries (in millions)²	Sum of MLT authorizations in six key industry categories (In millions): Transportation, Energy and Mining, Power, Infrastructure, Technology, and Industrial.	\$8,115	\$102	\$134	--	\$15,000	\$19,000

¹ Revised from existing FY19 APP.

² Metric added with targets starting in FY19, reflecting timeframe in Strategic Plan. 2010-2014 historic data shows that this metric was typically in the \$12-\$22 billion range when EXIM was last fully operational.

GOAL 2: QUADRUPLE THE NUMBER OF U.S. SMALL AND MEDIUM ENTERPRISE (SME) EXPORTERS (Goal Leader: James Burrows)							
Metric	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2019 Target	FY 2020 Target
a. Retention Rate³	% of unique Short-Term (insurance and Working-Capital) customers retained from previous fiscal year, excluding unused policies (new or renewal authorization recorded on any ST product)	65%	74%	75%	85%	85%	92%
b. Short-Term Customers supported	# of unique Short-Term (Insurance and Working-Capital) customers supported as of end of fiscal year	3,113	2,650	2,533	3,040	3,125 ⁴	4,219
c. Intermediaries	# of intermediaries (insurance brokers, Working Capital Delegated Authority lenders, and REPP organizations) with significant activity in current fiscal year, and % growth	--	111	119	131	144 ⁵	173

³ Data definition revised and FY18 and FY19 targets revised accordingly.

⁴ Revised from existing FY 2019 APP.

⁵ Revised from existing FY 2019 APP.

GOAL 3: PREPARE EXIM FOR THE DYNAMIC BUSINESS EVOLUTION OF EXPORT TRADE CREDIT AND THE COMPETITION RESULTING FROM OTHER ECAS (Goal Leader: Michele Kuester)							
Metric	Measurement	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Target	FY 2019 Target	FY 2020 Target
a. Critical Skills⁶	# of employees deployed in critical skill areas and % growth	--	--	--	--	10% increase	10% increase
b. Performance goal alignment⁷	% of GS-15s and above with at least two goals tied to agency goals	--	--	--	100%	100%	100%
c. Consistency of employee performance reviews and feedback⁸	% of supervisors making meaningful distinctions between fully effective, excellent performer and top performer ratings	--	--	--	75%	95%	95%
d. Employee engagement	% positive response on FEVS Employee Engagement Index	68%	64%	63%	70%	73% ⁹	76%

⁶ Historical data is currently unavailable. Baseline will be established in FY 2018. Reporting will begin in FY 2019.

⁷ Historical data will be collected and reported starting in FY 2018.

⁸ Historical data will be collected and reported starting in FY 2018.

⁹ Revised from existing FY 2019 APP.