

Annual Performance Report

Fiscal Years 2018–2020



Annual Performance Plan for Fiscal Year 2020
Revised Performance Plan for Fiscal Year 2019
Annual Performance Report for Fiscal Year 2018

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A Message from the Acting Commissioner



I am pleased to present the Social Security Administration's *Annual Performance Plan for Fiscal Year 2020, Revised Performance Plan for Fiscal Year 2019, and Annual Performance Report for Fiscal Year 2018* that details our progress for the past fiscal year, and our priorities and goals for the next two fiscal years.

It has been my honor to be Acting Commissioner of the Social Security Administration. Having started my public service career over 40 years ago in a Social Security field office, I have seen firsthand the impact our programs have on the lives of individuals. Our programs affect nearly every person at some point: when they retire, after the onset of a disability, or following the death of a loved one.

As Acting Commissioner, I have refocused our resources to our core mission and challenges, and we have made great progress over the last year. For example, in fiscal year (FY) 2018, we decreased the number of people waiting for a hearing decision by about 200,000, or nearly 20 percent, from the previous year. We will continue our progress by significantly reducing the average wait for a hearing decision in FYs 2019 and 2020, and by eliminating the hearings backlog in FY 2021. We also began implementing our *Information Technology Modernization Plan* to address our aged infrastructure, which was becoming more complex and costly to maintain. We continued to work down our processing center backlogs to ensure we are making proper and timely payments to address the benefit changes that occur after individuals start receiving benefits. Lastly, we continue to enhance our efforts to protect our programs, systems, and beneficiaries, and more efficiently manage our agency and improve service to the public.

Our focus continues to be on delivering services effectively, improving the way we do business, and ensuring stewardship. We will use these performance goals to measure how well we are delivering public service and preserving the public's trust in our programs. Based on internal evaluations, I affirm that the performance data in this report is complete, reliable, and accurate.

Respectfully,

A handwritten signature in blue ink, which appears to read "Nancy A. Berryhill". The signature is fluid and cursive, with a large, stylized initial "N".

Nancy A. Berryhill

Baltimore, Maryland

March 18, 2019

Our Mission

Deliver quality Social Security services to the public.

Our Programs

Few government agencies touch the lives of as many people as we do. We administer three programs under the Social Security Act, as amended:

- **Old-Age and Survivors Insurance:** Established in 1935, the Old-Age and Survivors Insurance (OASI) program provides retirement and survivors benefits to qualified workers and their family members. In fiscal year (FY) 2018, we paid OASI benefits to more than 52 million beneficiaries each month, and paid about \$833 billion to OASI beneficiaries through the fiscal year.
- **Disability Insurance:** Established in 1956, the Disability Insurance (DI) program provides benefits for workers who become disabled and their families. In FY 2018, we paid DI benefits to more than 10 million beneficiaries each month, and paid approximately \$144 billion to DI beneficiaries through the fiscal year.
- **Supplemental Security Income:** Established in 1972, the Supplemental Security Income (SSI) program provides financial support to aged, blind, and disabled adults and children who have limited income and resources. In FY 2018, we paid SSI benefits to approximately 8 million recipients on average each month (about 2.7 million of whom concurrently receive OASI or DI benefits), and we paid approximately \$53 billion in SSI Federal benefits and State supplementary payments through the fiscal year.

In addition, we support national programs administered by other Federal and State agencies, as required by law, such as Medicare, Employee Retirement Income Security Act of 1974, Coal Act, Supplemental Nutrition Assistance Program (formerly Food Stamps), Help America Vote Act, State Children's Health Insurance Program, E-Verify, Medicaid, and Federal Benefits for Veterans.

We administer our programs in accordance with law and regulations. We have implemented enterprise risk management processes to improve the effectiveness of our organization and program administration. Our goals are informed by strategic opportunities as well as our assessment of identified risks.

Our Organization

Approximately 63,000 Federal employees and 15,000 State employees serve the public from a network of more than 1,500 offices across the country and around the world. Most of our employees serve the public directly or provide support to employees who do. Each day, approximately 170,000 people visit and about 250,000 call one of our field offices nationwide for various reasons such as to file claims, ask questions, or update their information.

Our National 800 Number handles over 30 million calls each year. Callers can conduct various business transactions by speaking directly with a customer service representative or through our 24-hour automated services, which include requesting benefit verification letters, ordering replacement Medicare cards, and obtaining claim status updates.

The public can also do business with us online. Our online suite of services provide a convenient, safe option for anyone interested in conducting business with us online, viewing his or her Social Security records, or looking for information about our programs and services.

Our processing centers (PC) handle complex Social Security retirement, survivors, and disability claims, as well as provide support to our National 800 Number and field offices. State agencies make disability determinations for initial claims, reconsiderations, and continuing disability reviews. Administrative law judges (ALJ) in our hearings offices and administrative appeals judges in our Appeals Council decide appealed cases.

For more information about our organization and its functions, visit our organizational structure webpage at www.socialsecurity.gov/org.

Agency Plans and Performance

This Annual Performance Report addresses the goals, strategic objectives, and strategies in our *Agency Strategic Plan for Fiscal Years 2018–2022* as required by the Government Performance and Results (GPRA) Modernization Act of 2010. We evaluate our progress by the performance measures and targets for each strategic objective.

Cross-Agency Priority Goals

Per the GPRA Modernization Act of 2010 requirement to address Cross-Agency Priority Goals in the agency strategic plan, the annual performance plan, and the annual performance report, please refer to www.performance.gov for the agency's contributions to those goals and progress, where applicable.

Agency Priority Goals

As required by the GPRA Modernization Act of 2010, we established two agency priority goals (APG) for FYs 2018–2019:

1. Improve customer service in the hearings process by prioritizing those individuals who have waited the longest for a hearing decision.
2. Improve the integrity of the Supplemental Security Income program by focusing our efforts on reducing overpayments.

The APGs are 24-month goals reflecting the priorities of our executive leadership, as well as those of the Administration.

Strategic Goal 1: Deliver Services Effectively

We must be able to deliver our services effectively whether it is in-person, on the telephone, or online. As we interact with the public every day, our employees experience firsthand the impact of our programs. We understand that doing our work well matters. We also know that advancements in technology provide opportunities to do business differently, and often more efficiently and conveniently.

Strategic Objective 1.1: Improve Service Delivery

Lead: Deputy Commissioner, Office of Operations and Deputy Commissioner, Office of Hearings Operations

At the end of FY 2017, over 1 million people were waiting an average of 605 days for a decision on their hearings request. Eliminating the hearings backlog and reducing the time it takes to get a hearings decision remains one of our most critical priorities. Our plan for Compassionate And REsponsive Service (CARES) is a multi-pronged approach to eliminate the hearings backlog through increased decisional capacity, business process efficiencies, and information technology (IT) innovations. With our CARES plan and the \$290 million in dedicated hearings backlog funding we received in FYs 2017 through 2019, we plan to eliminate the hearings backlog and reduce the average wait for a hearing decision to 270 days in FY 2021.

Our PCs handle actions that arise after we determine benefit eligibility and support our field and hearing offices by handling the most-complex benefit payment decisions, appeal decisions, collecting debt, correcting records, and performing program integrity work. We will improve service delivery by focusing on the PC backlog with additional resources, effective business strategies, and enhanced automation.

In FY 2018, the public conducted over 163 million transactions through our online services. As we continue to expand service options and functionality, we expect more people to take advantage of the convenience of online services. To improve service delivery, we will continue to educate the public about our secure online service options.

Strategies

- Advance and update the CARES plan to address the number of pending hearings decisions and lengthy wait times
- Implement a comprehensive approach to reduce the number of pending PC actions
- Increase the use of online services

Key Initiatives

Reduce the Hearings Backlog

We have made great progress with the hearings backlog, reducing the number of people awaiting a hearings decision for each consecutive month since January 2017. In early March 2018, we reduced the number of hearings pending below 1 million for the first time since October 2014. At the end of FY 2018, we decreased the number of people waiting for a hearings decision by about 200,000 or nearly 20 percent from FY 2017. The decrease in pending is a leading indicator to reduced wait times.

In FYs 2019 and 2020, we will continue to see the benefits of hires from previous years, improve our business processes, and make IT investments in our hearings operation. We plan to expand our video hearings network, create quality assurance tools to improve policy compliance of drafted decisions, and design a new hearings and appeals case processing system. We expect to end FY 2019 with 591,000 hearings pending and an average wait time of 515 days. By the end of FY 2020, we expect to have 385,000 hearings pending and an average wait time of 390 days.

Reinstating the Reconsideration Process

Previously, claimants in 10 prototype States were without the reconsideration step and appealed directly to an ALJ—a remnant from a pilot begun in 1999. In January 2019, we began restoring the reconsideration step in 5 States and plan to return all 10 States to a uniform administrative review process by FY 2020. Reinstating the reconsideration step will benefit the public. We will have a nationally consistent, more efficient disability process that will provide standardized service to residents in every State. Some claimants will receive their benefits sooner at the reconsideration step rather than waiting for a favorable decision by an ALJ. Reinstating the reconsideration step will also reduce the number of claimants waiting for an ALJ decision, helping us accelerate the hearings backlog reduction goal from the end of FY 2022 to FY 2021. We continue to examine ways to improve the disability process, including the reconsideration step.

Reduce the Processing Center Backlog

Currently, the PCs are working through a backlog of pending actions. Our PCs reduced the number of pending actions to 3.2 million as of September 2018, a 37 percent decrease from an all-time high of more than 5 million in January 2016. We targeted hiring and overtime in the PCs, and we continue to focus on automation, workflow enhancements, and quality initiatives to improve PC performance. Through our IT modernization initiative, we will continue to pursue opportunities to reduce the PC backlog by streamlining and automating manual PC workloads. These efforts will help us work towards reducing the number of pending actions to 2.5 million by the end of FY 2020. However, the outcome of the court case, *Steigerwald v. Berryhill*, could impede our progress in reducing the PC backlog.

Expand Video Service Delivery

Video service delivery (VSD) allows us to balance our workloads, reduce wait times, and provide a face-to-face service option for individuals living in remote areas. We offer VSD at many convenient sites such as hospitals, libraries, community centers, American Indian tribal centers, homeless shelters, and other government agencies. We currently offer a video service option in nearly 700 sites around the country, and completed over 100,000 transactions using video in FY 2018. We plan to maintain this level in FYs 2019 and 2020.

In FY 2018, we also refreshed all VSD units with newer models. The new equipment will provide years of uninterrupted VSD service using state-of-the-art video teleconferencing equipment. In FYs 2019 and 2020, we will continue to partner with other organizations (e.g., U.S. Department of Veterans Affairs, U.S. Department of Health and Human Services, and tribal governments) to offer more video service options and to increase awareness and participation. We also plan to expand VSD in the disability determination services (DDS) hearing units and corresponding field offices.

Provide Real-Time Assistance to Online Users

Improving the service experience for our customers is one of our highest priorities. Click-to-chat is a new feature in *my Social Security* that allows users to communicate with us online in real time. We launched this feature in June 2018 for 10 percent of *my Social Security* users, and in August, we increased it to 30 percent of users.

In FYs 2019 and 2020, we will consider expanding Click-to-Chat to reach additional *my Social Security* users. We will use our experience to explore enhancements to the Chat application and our business processes.

Expand Internet Replacement of Social Security Number Cards

Replacing Social Security cards is one of our most requested services. Each year, we process over 10 million applications for Social Security Number replacement cards in our field offices. Adults with a *my Social Security* account, who meet certain criteria, may apply for a replacement card through the Internet Social Security Number Replacement Card (iSSNRC) online application.

In FY 2018, we expanded iSSNRC to 8 additional States, and so far in FY 2019 we have expanded to 2 additional States, making the iSSNRC option available in 34 States and the District of Columbia. We will continue to expand iSSNRC to additional States throughout FY 2019.

Performance Measures – Strategic Objective 1.1

1.1a: Improve customer service in the hearings process by prioritizing those individuals who have waited the longest for a hearing decision (APG)

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	Complete 95% of cases that begin the fiscal year 350 days old (~355,000 cases)	TBD

Performance Results

Fiscal Year	2016	2017	2018
<i>Performance</i>	98%	96%	98%
<i>Target</i>	Decide 99% of the cases that begin the fiscal year 430 days old or older	Decide 97% of the cases that begin the fiscal year 430 days old or older	Complete 97% of cases that begin the fiscal year 430 days old (~374,000 cases)
<i>Target Met</i>	Not Met	Not Met	Met

Results: Reducing our hearings pending remains our highest priority. In support of this effort, we have prioritized those individuals who have waited the longest for a hearing decision. In FY 2018, for the first time in 3 years, we were able to meet our goal by completing 98 percent of the cases that began the fiscal year 430 days old or older.

1.1b: Improve customer service by reducing the number of actions pending at the processing centers

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	2.9 million	2.5 million

Performance Results

Fiscal Year	2018
<i>Performance</i>	3.2 million
<i>Target</i>	3.3 million
<i>Target Met</i>	Met

Results: In FY 2018, we established reducing the number of actions pending in our PCs as a new performance measure. While this workload has always been a high priority for the agency, we wanted to emphasize our commitment to improving customer service. In FY 2018, we reduced the PC backlog by over 500,000 actions exceeding our annual target.

1.1c NEW: Reinstate Reconsideration to implement a national uniformed disability process at step 2 of the appeal stage

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	Reinstate Reconsideration in 6 prototype States	Reinstate Reconsideration in 4 prototype States

Strategic Objective 1.2: Expand Service Delivery Options

Lead: Deputy Commissioner, Office of Operations

Our biennial survey of future customers shows an increasing preference for conducting business online, and a consistently strong preference for conducting business by telephone. We continue to expand our suite of automated and online service options, and are pleased that 7 of our 8 online applications earned scores of at least 80 out of 100 in the ForeSee E-Government Satisfaction Index.¹ These high scores help us confirm that we are providing services people want to use.

Since its launch in 2012, *my Social Security* has consistently ranked as one of the top 10 in customer satisfaction for all Federal websites. We will continue to expand *my Social Security* capabilities by adding additional services for both individual and third party users as well as enhancing existing options.

Strategies

- Respond to customer feedback on how we connect with the public and improve the customer experience
- Strengthen and enhance the *my Social Security* login and registration process
- Add additional services to *my Social Security*

Key Initiatives

Enhance Online Appeals

In FY 2017, we implemented our iAppeals Non-Medical online application for people who are appealing an agency decision for issues such as overpayments and Medicare premium rates. In FY 2018, we expanded the iAppeals application to include iAppeals Medical that allow people to request an appeal of disability-related cases. This release improves how we input, track, and assign cases and makes it easier for claimants and appointed representatives to file requests for appeals.

In FY 2019, we will further streamline the appeal filing process by providing a single online entry point that will route beneficiaries and appointed representatives to the appropriate medical

¹ ForeSee measures satisfaction on a 0-100 scale. Scores 80 and above are recognized as the threshold of excellence (highly satisfied visitors), while scores below 70 reveal much room for improvement (dissatisfied visitors).

or non-medical appeal. We also plan to enhance screen navigation and clarify language to reduce the potential for claimants and appointed representatives to abandon online appeals unintentionally. In FY 2020, we plan to integrate iAppeals Medical and iAppeals Non-Medical into a single application. We will also place iAppeals behind the *my Social Security* portal for enhanced security and increased information sharing with claimants.

Enhance *my Social Security*

my Social Security is our online portal for the public. It is a convenient, safe online option for anyone interested in viewing his or her Social Security records or conducting business with us. With about 6 million people creating a new *my Social Security* account each year, we had nearly 39 million registered users at the end of FY 2018.

We continue to focus on improving the *my Social Security* user experience and adding service options. *my Social Security* has a user-friendly design to allow broad access from various devices. For example, we implemented an online tool, myWageReport (myWR) that allows users to report wages electronically on computers, mobile devices, and smartphones. In FYs 2019 and 2020, we will expand *my Social Security* services and strengthen and modernize our methods to authenticate our customers' identities and authorize their use of electronic services.

Performance Measures – Strategic Objective 1.2

1.2a: Increase the number of successfully completed online transactions

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	Increase the number of successfully completed online transactions by 10 million over the prior year performance (~173 million)	Increase the number of successfully completed online transactions by 10 million over the prior year performance (~183 million ²)

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	70.8 million	87.0 million	121.9 million ³	156.0 million	163 million
<i>Target</i>	50.9 million	77.8 million	112.0 million	137.0 million	Increase the number of successfully completed online transactions by 35 million over the prior year (~190 million)
<i>Target Met</i>	Met	Met	Met	Met	Not Met

Results: We realized significant increases in the volume of online transactions as we implemented new online services over the past four years. As we realized these increases, we continued to set aggressive stretch targets. In FY 2016, we implemented Dynamic Help, which added more than 20 million transactions in its first year, and in FY 2017, we implemented a web-based application allowing claimants to view benefit claims currently pending or recently adjudicated, adding over 9 million transactions. In FY 2018, we implemented major online services for SSI recipients and concurrent beneficiaries. These new services were implemented

² The number of transactions are estimates and will be updated at the end of FY 2019.

³ Most fiscal years are 52 weeks; however, FY 2016 included 53 weeks. This data reflects 53 weeks of performance.

late in the fiscal year, so we cannot yet observe their impact on transaction volumes until FY 2019. We continue to expect increases in online transactions as we implement new services.

1.2b: Maintain customer satisfaction with our online services above ForeSee’s Threshold of Excellence (80)

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	85.0 satisfaction rating for online services	85.0 satisfaction rating for online services

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	Satisfaction rating of 83.0 for online services	Satisfaction rating of 84.0 for online services	Satisfaction rating of 84.9 for online services	Satisfaction rating of 85.5 for online services	Satisfaction rating of 83.5 for online services
<i>Target</i>	Not Applicable	Not Applicable	Satisfaction rating of 84.5 for online services	Satisfaction rating of 85.0 for online services	Satisfaction rating of 85.0 for online services
<i>Target Met</i>	Not Applicable	Not Applicable	Met	Met	Not Met

Results: This goal measures overall customer satisfaction with eight agency online services in the ForeSee E-Government Satisfaction Index, including our main page (www.ssa.gov). The FY 2018 target represents the combined average satisfaction score for the eight online services and was based on data that included an error in the main page survey process. Once the error was identified and corrected, the main page customer satisfaction score dropped from the upper 70s to the mid 60s, which in turn lowered the overall performance result. While we did not meet our FY 2018 target, we continue to exceed the ForeSee threshold for excellence.

Strategic Goal 2: Improve the Way We Do Business

Improving the way we do business is imperative to delivering services effectively to the public. We must continuously evaluate our policies and business processes using data and modern methods to ensure we meet service demands and reinforce efficient and effective service. Recognizing that our current technology infrastructure and existing business systems would not allow us to serve the public the way we want or the way they expect us to, we developed a plan to modernize our IT systems. This multi-year modernization effort is fundamental to our overall ability to improve service to the public.

Strategic Objective 2.1: Streamline Policies and Processes

Lead: Deputy Commissioner, Office of Retirement and Disability Policy

Over the last 80 years, our programs have expanded and our policies have evolved. To improve our accuracy and efficiency, create opportunities to implement technology, and ensure the public understands their options, responsibilities, and rights, we must streamline our policies, processes, and procedures. We are using data analytics to identify opportunities to improve our business processes. In addition, we are proposing legislative changes to simplify the SSI Program.

Strategies

- Expand our use of electronic medical evidence
- Strengthen employment support programs
- Explore program and policy areas where rules and agency practices need to be modernized
- Modernize the Social Security Statement to increase the public's understanding of our programs

Key Initiatives

Expand Access to Electronic Medical Evidence

We depend on healthcare providers to provide the medical records we need to determine whether a claimant is disabled. Expanding the use of electronic medical evidence allows disability adjudicators to easily navigate the record to identify pertinent information, makes it easier for providers to submit evidence, and provides additional opportunities for data analytics. In FY 2018, employees reviewed 16.5 million pieces of medical evidence, receiving 48 percent of medical records electronically.

In FYs 2019 and 2020, we plan to increase our use of electronic medical evidence and adopt advanced technologies, such as machine learning and natural language processing (NLP), to enhance and assist in the disability determination process. For example, we are using software called Intelligent Medical-language Analysis Generation, or IMAGEN, to convert images of

medical information to readable text, which allows us to apply data analytics to the information to improve policy compliance. Using state-of-the-art NLP techniques, we will begin implementing a new NLP application to provide decision support and enhanced quality control assistance in our disability claims process.

Increase the Number of People with Disabilities Who Return to Work

Many beneficiaries who are disabled want to work, and with adequate support, may attain self-sufficiency. The Ticket to Work and the Vocational Rehabilitation (VR) cost reimbursement program help beneficiaries transition to employment and progress towards reduced reliance on disability-related benefits. In FY 2018, over 350,000 beneficiaries worked with VR agencies and Employment Networks (EN) to attempt to return to the workforce.

In FYs 2019 and 2020, we will continue to improve our outreach to beneficiaries about employment support programs. Ongoing mailings, marketing efforts, monthly webinars, and interactive presence on social media have led thousands of beneficiaries to connect with ENs and State VR agencies to get the services they need to return to work. To optimize and target our outreach to maximize participation rates and earnings outcomes we will test behavioral aspects of changes to our Ticket to Work program and integrate existing data. This includes conducting analyses to identify unique characteristics of our ticket population and testing changes to our Ticket notices (e.g., the types of notices we send, the language we use, and the timing of our notices).

Develop an Occupational Information System

Our Occupational Information System project will enable us to make consistent, better-informed disability decisions. We often need information about work to make a disability determination, but the types of jobs in the workforce and job requirements change over time.

To support the development of new occupational data, we entered into an interagency agreement with the Department of Labor's Bureau of Labor Statistics (BLS) in FY 2012. In FY 2019, BLS published estimates encompassing the entire three years of initial data collection. Once integrated into our disability determination process, it will allow us to better understand what jobs are available in the national economy and whether disability claimants could perform them.

Update the Listing of Impairments

The Listing of Impairments, often referred to as "the listings," describes disabling impairments for each of the major body systems. Disability adjudicators use the listings to determine if an individual's impairment is disabling before considering any other factors. For adults age 18 or over, the impairments in the listings are considered severe enough to prevent an individual from doing any gainful activity, regardless of his or her age, education, or work experience. For children under age 18 applying for SSI, the impairments in the listings are considered severe

enough to cause marked and severe functional limitations. As of the end of FY 2018, we have comprehensively revised 93 percent of the listings to reflect our adjudicative experience, advances in medical knowledge, and recommendations from medical experts.

We continue to make significant progress in updating the listings to reflect advances in medical knowledge. In FY 2018, we published a Notice of Proposed Rulemaking (NPRM) to update the listings we use to evaluate musculoskeletal disorders. We are drafting the final rule, which we plan to publish in FY 2019. When this final rule is published and effective, we will have completed 100 percent of our comprehensive updates to the listings. For future updates to the listings, we plan to implement a three to five-year review cycle.

Modernize the Social Security Statement

To improve customer service and the public's understanding of our programs, we are modernizing the Social Security Statement as part of a self-service tool called the Benefit Entitlement Center that will be available through [my Social Security](#). The modernized online Statement will not only continue to provide the public with their earnings record, Social Security and Medicare taxes paid, and future benefit estimates, but it will also provide access to tools, calculators, and other applicable information in a central location by linking it with the Benefit Entitlement Center. Together, it will assist individuals with retirement planning, benefit eligibility, and decisions on their benefit applications. In FY 2019, we begin modifying the [my Social Security](#) online Statement to integrate it with additional benefit estimation tools for users aged 62 and older, and we will also add new features and additional age groups in FY 2020.

Performance Measures – Strategic Objective 2.1

2.1a: Improve the disability determination process by increasing the percentage of medical evidence received electronically

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	50%	55%

Performance Results

Fiscal Year	2018
<i>Performance</i>	48%
<i>Target</i>	45%
<i>Target Met</i>	Met

Results: Medical evidence records are used throughout the disability process in making eligibility determinations. Over the past several years, the majority of evidence has been received via fax or mail; however, we are moving towards receiving medical evidence electronically. Our FY 2018 goal was to increase the receipt of electronic evidence to 45 percent. We exceeded our goal and received 48 percent of evidence electronically.

2.1b: Increase labor force participation: Increase the number of persons with disabilities receiving employment support services who achieve the consequential earnings threshold of the trial work level

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	98,000 beneficiaries	103,000 beneficiaries

Performance Results

Fiscal Year	2015	2016	2017	2018
<i>Performance</i>	58,341 beneficiaries	62,831 beneficiaries	80,054 beneficiaries	93,600 beneficiaries
<i>Target</i>	50,000 beneficiaries	55,000 beneficiaries	67,800 beneficiaries	85,600 beneficiaries
<i>Target Met</i>	Met	Met	Met	Met

Results: Our Ticket to Work and VR cost reimbursement programs have helped beneficiaries transition to employment. In FY 2018, we continued to increase the number of persons with disabilities who returned to work. Over the past four years, we have realized continued growth in this program and exceeded our target.

2.1c: Update the Listing of Impairments

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	Publish a final rule to revise the Musculoskeletal disorders system, and a proposed rule for the Cardiovascular, Digestive, and Skin body systems	Publish a final rule for the Cardiovascular, Digestive, and Skin body systems

Performance Results

Fiscal Year	2018
<i>Performance</i>	The Notice of Proposed Rulemaking is in process, with a publication goal of early to mid FY 2019
<i>Target</i>	Publish a Notice of Proposed Rulemaking to revise three body systems in the Listing of Impairments
<i>Target Met</i>	Not Met

Results: We were unable to proceed with a number of scheduled regulatory actions due to scheduling delays. Despite delays, we were able to complete the final NPRM to revise three body systems in the Listing of Impairments and initiate agency sign-off in September 2018.

Strategic Objective 2.2: Accelerate Information Technology Modernization

Lead: Deputy Commissioner, Office of Systems

Our IT Modernization Plan will replace our core systems, developed over 30 years ago, with new components and platforms, engineered for maximum usability, operability, and future adaptability. We have already begun laying the foundation for this effort by incorporating agile methodology in our engineering practices, redesigning the way we access our legacy data to efficiently match its intended uses and running production workloads in the cloud.

Recent breaches at other Federal and State agencies and in the private sector underscore the importance of securing networks and sensitive data. While our cybersecurity program is comparable to that of other Federal agencies, it remains costly and difficult to integrate with our current legacy systems. We use knowledge of the threat landscape, advanced technologies, and skilled cyber professionals to secure our networks from threats. Cyberattacks are ever changing, and we must remain vigilant to prevent any intrusion on our networks.

Strategies

- Modernize IT infrastructure to respond to evolving business needs
- Build modern applications that improve the customer and employee experience
- Strengthen our cybersecurity program and modernize our cybersecurity infrastructure
- Modernize disability case processing

Key Initiatives

Information Technology Modernization

Our staff rely on our IT infrastructure to serve the public and safeguard our programs. However, our infrastructure needs have evolved as the demands for our data and programs have increased. We developed our systems over 30 years ago, and they have grown increasingly complex, inefficient to meet customer demands, and costlier to maintain. We initiated our IT Modernization Plan in FY 2018 to improve our service to the public. We will advance our IT infrastructure with 21st Century technology and implement the technical flexibility necessary to adapt to future demands.

In FY 2019, we will continue modernizing our database infrastructure and support capabilities; improve access to master file data to allow the eventual retirement of legacy software; consolidate and eliminate duplicate data; expand our enterprise data warehouse; and deliver Old-Age, Survivors, and Disability Insurance (OASDI) Cost of Living Adjustment Notices online. In FY 2020, we will continue to modernize our claims taking process, improve the quality of the data we use to make decisions on eligibility and payment, and improve how we communicate with beneficiaries and recipients. We will further consolidate data in areas that deliver measurable business value while improving data integrity and access, and continue to improve database support by using modern relational database formats and techniques. We will also continue to deploy the Customer Communications Management application capability to collect and react to customer communications preference for receiving information from the agency and to receive agency correspondence via traditional mail or online. These efforts will help us benefit from IT advancements in the coming years.

Strengthen Our Information Security Program and Modernize Our Cybersecurity Infrastructure

Continual improvement and strengthening of our cybersecurity program is imperative to maintaining the public's trust in our ability to protect the sensitive data housed in our systems. As cyberattacks continue to evolve and become increasingly aggressive, we must be vigilant and protect against network intrusions and improper access of data. Through constant assessment of the threat landscape and use of advanced cybersecurity controls in the creation of

modernized IT systems and existing systems, we can better protect against cybersecurity incidents and risks.

In FY 2018, we implemented and expanded several Department of Homeland Security measures that provided Continuous Diagnostics and Mitigation capabilities to enable immediate identification of devices upon connection to our agency network. Additionally, in accordance with Executive Order 13800, we initiated efforts to integrate the National Institute of Standards and Technology Cybersecurity Framework into our cybersecurity program, which provides a standard for managing and reducing cybersecurity risks by planning and organizing capabilities around five key areas: identify, protect, detect, respond, and recover. The framework provides the agency a model to identify gaps, mature the capabilities and meet the goals for an effective cybersecurity program, and the ability to effectively communicate the strategic goals and priorities. We also identified our positions with cybersecurity responsibilities in accordance with the Federal Cybersecurity Workforce Assessment Act (FCWAA).

In FY 2019, we will implement new capabilities for identifying and mitigating vulnerabilities within our IT assets. We will enhance our identity management platform, further automate our response to security events, and improve data at rest encryption to further protect our information assets. We will deploy IT infrastructure, develop network models needed to enhance our network access controls, and strengthen our strategy to limit the impact of potential cyberattackers. We will implement new email and network safeguards to detect and prevent malware from entering our network. Additionally, we will develop and implement our plan to address key cybersecurity skill and knowledge gaps identified under FCWAA.

In FY 2020, we will strengthen our efforts to attract, develop, and retain our cybersecurity workforce to continue to address cyber threats. We will continue to tune our cybersecurity infrastructure and ability to find and remove vulnerabilities by using automated workflows. We will automate our response processes to provide seamless integration from the identification of threats through the mitigation of vulnerabilities, as well as implement additional protections designed to limit the impact of potential cyberattacks, whether they stem from external or insider threats.

Modernize Disability Case Processing

We continue to modernize our disability case processing system (DCPS). DCPS will replace 52 independently operated aging systems, and provide more efficient case processing, improved customer service, and reduced administrative costs. Seventeen DDSs currently use DCPS. We will finish development and rollout to additional States in FYs 2019 and 2020. In FY 2020 and beyond, DCPS will be the central vehicle for future nationally uniform policy improvements to the disability determination process.

Performance Measures – Strategic Objective 2.2

2.2a: Modernize databases, replacing and retiring outdated technology and designs

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	Replace two legacy databases	Replace two legacy databases

Performance Results

Fiscal Year	2018
<i>Performance</i>	Replaced two legacy systems
<i>Target</i>	Replace two legacy databases with modern design databases
<i>Target Met</i>	Met

Results: In FY 2018, we successfully moved two legacy databases to a DB2 database system. The Wilkes-Barre Folder Control System was moved from an Integrated Database Management System database, and the Master Beneficiary Record database operations were converted from the legacy Master Data Access Method (MADAM) system. The legacy MADAM system was formally retired in October 2018.

2.2b NEW: Continue to modernize the IT Infrastructure

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	Extend the on premise cloud capability by offering Platform-as-a-Service ⁴	Migrate 50% of agency e-mail to the cloud platform

⁴ Platform-as-a-Service, a category of cloud computing service, allows the agency to develop, run, and manage applications without the complexity of building and maintaining the infrastructure typically associated with developing and launching an application.

2.2c: Modernize our customer communications infrastructure

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	Deliver OASDI Cost of Living Adjustment Notices online via <i>my Social Security</i>	Establish the capability within the Customer Communications Management application to collect and react to customer communications preferences to receive agency correspondence either through mail or online

Performance Results

Fiscal Year	2018
<i>Performance</i>	Modernized notice infrastructure implemented
<i>Target</i>	Implement a modernized notice infrastructure to enable multiple notice delivery options
<i>Target Met</i>	Met

Results: In FY 2018, we implemented a modern notice architecture that has produced over 2 million printed notices. In addition, this feature provided a foundational architecture to deliver notices in the digital delivery channel behind *my Social Security*.

2.2d: Provide uninterrupted access to our systems during scheduled times of operations

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	99.90% availability	99.90% availability

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	99.97% availability	99.96% availability	99.91% availability	99.96% availability	99.95% availability
<i>Target</i>	99.50% availability	99.50% availability	99.50% availability	99.90% availability	99.90% availability
<i>Target Met</i>	Met	Met	Met	Met	Met

Results: Maintaining uninterrupted access to our systems during scheduled times of operation is essential to meeting our obligation to the public. Since FY 2012, we have exceeded the target for this measure. We continue to surpass the agency’s goal for enterprise availability of our critical services each year. In FY 2018, we achieved a systems availability rating of 99.95 percent, while processing higher volumes of transactions and deploying system changes for continual improvement as we constantly work to increase redundancy, stability, and scalability.

2.2e: Maintain an effective cybersecurity program

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	Achieve an overall score of “managing risk” on the Federal Cybersecurity Risk Management Assessment	Achieve an overall score of “managing risk” on the Federal Cybersecurity Risk Management Assessment

Performance Results

Fiscal Year	2018
<i>Performance</i>	Managing Risk score achieved
<i>Target</i>	Achieve an overall score of “managing risk” on the Federal Cybersecurity risk Management Assessment ⁵
<i>Target Met</i>	Met

Results: Maintaining our cybersecurity is critical to sustaining public trust in our services. We maintain a comprehensive, agency-wide information security program to protect our network, information, and communication assets. We continue to meet the Department of Homeland Security cybersecurity target, as well as achieve an overall score of “managing risk” on the Federal Cybersecurity Risk Management Assessment. Our annual results continue to demonstrate our commitment to protecting the data entrusted to us by the public.

⁵ Presidential Executive Order 13800, *Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure*, and OMB Memorandum M-17-25 require Federal agencies and departments to implement risk management measures and require OMB to evaluate Federal agencies on how they are managing their cybersecurity risk. Risk ratings are based on capabilities defined in the NIST Cybersecurity Framework. Potential risk ratings range from (1) High Risk, (2) At Risk, or (3) Managing Risk.

Strategic Goal 3: Ensure Stewardship

We are committed to being good stewards of taxpayer dollars to ensure the public has confidence that we manage their tax dollars wisely. We take the stewardship of our programs seriously and will continue to demonstrate a commitment to sound management practices. To ensure stewardship and the efficient administration of our programs, we will focus our efforts in three major areas: improving program integrity; enhancing our fraud prevention and detection activities; and improving workforce performance and increasing accountability.

Strategic Objective 3.1: Improve Program Integrity

Lead: Deputy Commissioner, Office of Retirement and Disability Policy

In FY 2018, we paid more than \$85 billion in Federal benefits on average across our programs each month. As good stewards of the programs entrusted to us, we must ensure that we pay individuals the correct amount—neither overpaying nor underpaying them. Making the right payment to the right person at the right time has always been one of our priorities. We conduct ongoing stewardship reviews to confirm that individuals receive the benefits they are due and to monitor our performance.

In FY 2018, we identified this strategic objective as a focus area for improvement, primarily due to our continued challenges with improving payment accuracy in the SSI program. We remain focused on the integrity of our programs, including minimizing improper payments, particularly in the SSI program where program complexities pose challenges. We are committed to continuing our efforts to improve payment accuracy while using all available tools to recover overpayments.

Strategies

- Collaborate with partners to address improper payments
- Address the root causes of improper payments to prevent their recurrence
- Modernize our debt management and debt collection business processes

Key Initiatives

Promote Timely Wage Reporting

Changes in a person's work and wages are a leading cause of improper payments in the DI and SSI program. Currently, we use a number of sources to verify wage amounts, including pay stubs submitted by recipients, annual earnings data from the IRS, and payroll information from The Work Number. However, verifying wages is a manual process, and we continue to rely on beneficiaries to self-report wages.

In FY 2017, we implemented an online tool, myWR, which allows DI beneficiaries to report earnings electronically on computers, mobile devices, and smartphones through [my Social Security](#). In FY 2018, we expanded myWR to allow SSI recipients, their representative payees, or their deemors (e.g., an ineligible spouse or parent living with the recipient) to report earnings electronically.⁶

In FY 2019, we plan to conduct user research and usability testing for obtaining cafeteria benefit plan information through myWR. Qualified cafeteria plans are excluded from being counted as income. Adding this capability to myWR will expand the reporting population and reduce improper payments. In addition, we plan to allow beneficiaries to report when they have started working for a new employer on myWR. By automating this process, we expect to update our records more quickly and reduce customer's need to visit a field office. In FY 2020, we plan to expand on our management information capabilities by gathering more data for accurate and timely insight to measure the efficacy and future business needs of myWR. Please refer to the Budget Overview, Congressional Justification LAE Improper Payments exhibit, and Information exhibit for additional planning information.

Improve the Death Reporting System Process

We rely on our death reporting system to stop Social Security and SSI benefits promptly after an individual's death, a key means to preventing improper payments. We are updating our death reporting system to further ensure we are collecting accurate data from national, State, and local agencies as well as from other countries with whom we have totalization agreements.

In FY 2018, we collaborated with the Department of Veterans Affairs (VA), the Centers for Medicare and Medicaid Services (CMS), and the Office of Personnel Management (OPM) to obtain additional death data. We began receiving the data from CMS in FY 2018 and will begin receiving the data from VA and OPM in FY 2019.

In FY 2019, we plan to enhance our death matching processing rules, establish a new information exchange to receive death reports from the OPM, expand our death processing system with new capabilities, and continue to post historical death data in our databases. In FY 2020, we plan to make further progress in centralizing all death inputs by our technicians into one death processing system, improve our processing of death files from our data exchanges, and continue to record historical death data in our databases.

⁶ Over the years, we created a few automated methods to improve wage reporting for SSI recipients. We implemented a telephone wage reporting system that allows recipients to call in their wages and a downloadable wage reporting application for smartphone users.

Modernize our Debt Management System

Numerous systems record, track, and manage our OASDI and SSI overpayments. In FY 2018, we began a multi-year initiative to develop a streamlined modernized enterprise Debt Management System to enable us to more effectively and efficiently post, track, collect, and report our overpayment activity. The primary goals of this initiative are to use modern technology to create an enterprise authoritative source of debt management data; increase collection opportunities; more efficiently address our overpayment workloads; and resolve compliance and audit issues.

In FY 2019, we will launch the initial release of *iPaySSA*, which provides individuals (with one debt in either the OASDI or SSI program) the ability to access a payment portal on www.socialsecurity.gov and make payments via the Department of Treasury’s www.pay.gov website. At the end of FY 2019, we plan to provide our technicians an electronic waiver form, SSA-632, via an Intranet application to capture, document, and support processing overpayment waiver requests. In FY 2020, we will develop a public-facing overpayment waiver application.

Performance Measures – Strategic Objective 3.1

3.1a: Improve the integrity of the Supplemental Security Income program by focusing our efforts on reducing overpayments (APG)

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	94.0% (O/P) ⁷	TBD

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	93.0% (O/P)	93.9% (O/P)	92.4% (O/P)	92.7% (O/P)	Data available summer 2019
<i>Target</i>	Not Applicable	Not Applicable	95.0% (O/P)	94.0% (O/P)	94.0% (O/P)
<i>Target Met</i>	Not Applicable	Not Applicable	Not Met	Not Met	Not Available

⁷ Overpayment (O/P) accuracy rate is the percentage of all dollars paid that are free of O/P errors.

Results: We depend on SSI recipients to timely report changes in income, resources, and living arrangements to accurately determine their eligibility for the program and payment amount. Without timely reports, we incur improper payments. We are actively working to increase our payment accuracy by using more data and technology, which includes: adding an online option for reporting earnings using authority from the Bipartisan Budget Act of 2015, Section 826, Electronic Reporting of Earnings; developing an information exchange in accordance with authority described in the Bipartisan Budget Act of 2015, Section 824, and implementing the Use of Electronic Payroll Data to Improve Program Administration; evaluating and expanding the use of Non-Home Real Property data to identify undisclosed property; pursuing a computer matching agreement with the Department of Homeland Security to identify unreported absences from the United States affecting benefit eligibility; and exploring the use of National Association for Public Health Statistics and Information Systems marriage and divorce data to identify undisclosed relationships affecting payment and eligibility. Additionally, funding for completion of dedicated program integrity activities continues to support our ability to evaluate continued eligibility by conducting SSI non-medical redeterminations.

3.1b: Maintain a high payment accuracy rate by reducing overpayments, in the Old-Age, Survivors, and Disability Insurance program

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	99.8% (O/P)	99.8% (O/P)

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	99.5% (O/P)	99.6% (O/P)	99.8% (O/P)	99.4% (O/P)	Data available summer 2019
<i>Target</i>	Not Applicable	99.8% (O/P)	99.8% (O/P)	99.8% (O/P)	99.8% (O/P)
<i>Target Met</i>	Not Applicable	Not Met	Met	Not Met	Not Available

Results: In FY 2017, substantial gainful activity (SGA), windfall elimination provision (WEP), and government pension offset (GPO) were the leading causes of total OASDI overpayments. Preventing errors continues to be a challenge due to monthly changes that are not reported timely and computation errors. We have undertaken several actions to combat improper payments relating to SGA, WEP, and GPO. FY 2018 data is not available until summer 2019.

3.1c: Ensure the quality of our decisions by achieving the State disability determination services decisional accuracy rate for initial disability decisions⁸

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	97% decisional accuracy	97% decisional accuracy

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	98% net accuracy	98% net accuracy	98% net accuracy	97% net accuracy	98% net accuracy
<i>Target</i>	97% net accuracy	97% net accuracy	97% net accuracy	97% net accuracy	97% net accuracy
<i>Target Met</i>	Met	Met	Met	Met	Met

Results: The public expects us to make timely and accurate decisions. We exceeded our goal in FY 2018, by achieving a 98 percent DDS net accuracy for initial disability decisions. We have consistently met our target for this measure since FY 2010.

3.1d NEW: Modernize our Debt Management System

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	Implement online debt collection for benefit overpayments	Develop a public-facing overpayment waiver application

⁸ In FY 2019, the term net accuracy is being changed to decisional accuracy as the best representation of what is being measured. Decisional accuracy (same methodology as net accuracy) is the percentage of correct initial State disability determinations and is based on the net error rate (i.e., the number of corrected deficient cases with changed disability decisions), plus the number of deficient cases not corrected within 90 days from the end of the period covered by the report, divided by the number of cases reviewed.

Strategic Objective 3.2: Enhance Fraud Prevention and Detection Activities

Lead: Deputy Commissioner, Office of Analytics, Review, and Oversight

We take seriously our responsibility to prevent and detect fraud. We centrally manage our anti-fraud efforts and are developing consistent anti-fraud policies, refining employee training, and building relationships with other Federal, State, and private partners to identify individuals who wrongfully obtain Social Security and SSI payments.

We plan to expand the use of data analytics and predictive modeling to enhance fraud prevention and detection in our programs. We will integrate data from multiple sources and use industry-proven predictive analytics software to identify high-risk transactions for further review. With these models, we will better identify suspicious and evolving patterns of activities in our workloads and prevent fraudulent actions from occurring.

Strategies

- Expand the use of data analytics and increase internal and external partnerships
- Develop and conduct regular fraud risk assessments of our programs

Key Initiatives

Expand Our Cooperative Disability Investigations Program

Along with the Office of the Inspector General, we jointly operate cooperative disability investigations (CDI) units with State DDSs, State and local law enforcement. Generally, these units investigate suspected fraud before the agency awards benefits and during the continuing disability reviews process when fraud may be involved.

We currently have 43 CDI units, covering 37 States, the District of Columbia, Puerto Rico, Guam, American Samoa, and the Northern Mariana Islands. In FY 2018, we added units in Honolulu, Hawaii; Indianapolis, Indiana; and Albuquerque, New Mexico. The Hawaii CDI unit provides CDI coverage for Guam, American Samoa, and the Northern Mariana Islands. In FY 2019, we plan to add 3 CDI units in North Dakota, Montana, and Idaho. In FY 2020, we plan to add 2 to 4 CDI units with the goal of covering all 50 States and U.S. territories by October 2022.

Enhanced Fraud Prevention and Detection Activities

Combatting fraud is an agency priority, and we take seriously our responsibility to prevent and detect fraud. In addition to our core frontline prevention and detection efforts with the CDI units and assisting with fraud prosecutions, we have centralized our anti-fraud efforts to improve our

ability to evaluate fraud risks within our programs, expand our use of data analytics to prevent fraud, and ensure agency-wide consistent anti-fraud policies.

We are focusing on a holistic analytical approach to our fraud risk management and prioritizing our anti-fraud efforts consistent with the Fraud Reduction and Data Analytics Act of 2015 and the GAO Framework for Managing Fraud Risks in the Federal Programs. We continue to expand the use of data analytics and predictive modeling to enhance fraud prevention and detection in our programs. With these models, we better identify suspicious and evolving patterns of activities in our workloads and prevent fraudulent actions.

In FY 2018, we deployed a disability fraud model to identify anomalous relationships within disability claims. The model showed an initial success in using data analytics to detect potential fraud and serves as a prototype for similar models in the future to target specific program risks. In FY 2019, we plan to complete a fraud risk assessment of our electronic services, develop an additional fraud model to mitigate risks identified in our disability fraud risk assessment, and re-engineer the current fraud allegation referral process. In FY 2020, we will initiate additional risk assessment activities to expand beyond disability and online services.

Performance Measures – Strategic Objective 3.2

3.2a: Expand our CDI coverage

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	Add three CDI units	Add two to four CDI units

Performance Results

Fiscal Year	2018
<i>Performance</i>	Added three CDI units
<i>Target</i>	Add three CDI units
<i>Target Met</i>	Met

Results: In FY 2018, we added a CDI unit in New Mexico, Hawaii, and Indiana, bringing our total to 43 units.

3.2b: Mature the Enterprise Fraud Risk Management Program

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	Complete eServices risk assessment, develop disability fraud risk profile, implement anti-fraud disability analytics	Complete eServices fraud risk profile and two additional fraud risk assessments

Performance Results

Fiscal Year	2018
<i>Performance</i>	We have not operationalized the Anti-Fraud Enterprise Solution (AFES), but we deployed our first disability fraud analytic model and improved our eServices analytics and fraud detection
<i>Target</i>	Operationalize AFES and implement eServices analytics
<i>Target Met</i>	Not Met

Results: In FY 2018, we deployed the Disability Fraud Analytical Model, which was the first of its kind for our agency. As a result of this model, we made several potential fraud referrals to the Office of the Inspector General and continue to review the results for additional referrals.

We are the first Federal agency to work with this commercial off-the-shelf product as an enterprise anti-fraud product and encountered several unforeseen complications. As a result, we were unable to fully meet the targeted performance goals to operationalize AFES and implement eServices analytics in FY 2018. We remain committed to using data analytics to combat fraud.

Strategic Objective 3.3: Improve Workforce Performance and Increase Accountability

Lead: Deputy Commissioner, Office of Human Resources

Our employees remain our most important asset. We are accountable for ensuring they have the training and technology they need to take timely, quality actions. Feedback, including clear and measurable expectations, is an important tool to ensure our employees know how they are performing.

Likewise, our managers need to understand how to maximize employee performance, so we can serve the public. We must support them in that effort by establishing expert teams who will be available to provide information and assistance in real time. We will also require additional management training and working with our managers to help them engage and communicate with employees. Our framework for comprehensive human capital management includes three

major focus areas: workforce management, succession management, and performance management.

Strategies

- Enhance accountability for managing performance through program and automation improvements
- Align employee development with agency succession plans
- Invest in training and support for managers to effectively address performance and conduct challenges

Key Initiatives

Engage SSA

In FY 2018, we launched Engage SSA, an online collaboration platform, where employees can review mission-driven topics, submit ideas, comment, and vote in an effort to advance agency priorities. At the end of each engagement, moderators use real-time feedback gathered from these discussions to consider, propose, and make both short-and long-term improvements at our agency. In FYs 2019 and 2020, we will continue to use this platform to engage employees and obtain feedback.

Strengthen the Performance Management Process

In FY 2018, we enhanced our Performance Assessment and Communication System (PACS) appraisal program with the electronic 7B (e7B) application by adding electronic signature and electronic delivery of performance-related documents functionality, to enhance manager accountability. We also updated standards for managers' and supervisors' performance plans to hold them accountable for addressing employee conduct issues and poor performance.

Execute Talent Management and Succession Planning

Leadership development continues to be an imperative, both in terms of helping current leaders meet demands of the modern workplace and equipping next-in-line leaders to assume crucial responsibilities.

In FY 2019, we will launch a redesigned national leadership development program. The goal is to link leadership development and succession planning that will ensure a continuity of leadership that provides us with a cadre of trained leaders ready to fill critical positions. We also plan to expand developmental opportunities beyond component-based programs and strengthen core foundational competencies that support leadership. In FY 2020, we will reduce leadership competency gaps among leadership development program graduates by at least 90 percent. In

FYs 2019 and 2020, we will continue to support our senior executive service talent management, succession management, and development plans.

Invest in Training and Support for New Supervisors

We are responsible for providing the training and technology necessary for employees to carry out their work and provide the level of service the public expects and deserves. We will support our managers, by providing them with the proper tools and training to help them effectively communicate with employees.

Our goal is that within 90 days of a promotion, new supervisors will receive training to develop and improve their leadership skills and competencies. The new supervisor curriculum is imperative for ongoing workforce sustainability and directly supports the Office of Personnel Management’s regulation (5 CFR 412.202) requiring agencies to provide training upon an employee’s initial appointment to a supervisory position.

Performance Measures – Strategic Objective 3.3

3.3a: Strengthen manager accountability for effective performance management

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	93% of performance-related documents completed and tracked electronically through our e7B system	95% of required signed employee acknowledgements completed and tracked electronically through our e7B system

Performance Results

Fiscal Year	2018
<i>Performance</i>	92%
<i>Target</i>	90% performance-related documents completed and tracked electronically through our e7B system
<i>Target Met</i>	Met

Results: We exceeded our FY 2018 goal by completing and tracking 92 percent of performance-related documents through the e7B. Our success is in part a result of the user intuitive nature of this application, combined with the e7B training materials and PACS guidance and reminders sent to supervisors throughout the performance cycle.

3.3b: Enhance the leadership pipeline through a modernized national leadership development program

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	Launch a redesigned national leadership development program	Reduce leadership competency gaps of at least 90% of leadership development program graduates

Performance Results

Fiscal Year	2018
<i>Performance</i>	99%
<i>Target</i>	Review readiness of at least 95% of career executives
<i>Target Met</i>	Met

Results: Talent management and succession planning are critical for effective human capital management. Through our Senior Executive Service talent management and succession planning processes, we can forecast executive resource needs, assess the current talent state, align talent to agency needs, and supplement the pipeline of ready successors for a wide range of executive positions across the organization. A critical step of this process is evaluating the range and depth of executive talent across the enterprise needed to support the agency’s mission and assessing executive readiness to move into positions of greater responsibility. In FY 2018, over 99 percent of career executives received feedback from this process to assist them in identifying appropriate development opportunities to meet specific learning needs.

3.3c NEW: Ensure new supervisors receive timely training to improve their leadership skills and competencies

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	At least 90% of new supervisors enroll in supervisor training within 90 days and complete training within one year of the effective date of their supervisory appointment	At least 95% of new supervisors enroll in supervisor training within 90 days and complete training within one year of the effective date of their supervisory appointment

Strategic Objective 3.4: Improve Organizational Effectiveness and Reduce Costs

Lead: Deputy Commissioner, Office of Budget, Finance, and Management and Deputy Commissioner, Office of Retirement and Disability Policy

Our administrative expenses continue to be about 1.2 percent of the combined OASDI and SSI benefits we pay. We are taking steps to reduce our real property footprint and to realign our organization to meet the current demands for our services. We are also leading efforts to improve strategic partnerships with other government and private entities and to expand data sharing opportunities with Federal and State agencies for better public service and operational savings.

Strategies

- Align our real estate footprint with current and future business needs
- Streamline our organization and how we manage workloads
- Improve strategic partnerships with other government and private entities

Key Initiatives

Reduce Our Real Property Footprint

We will continue reducing our real property footprint as we renovate existing buildings and renew lease agreements. We estimate that we reduced our real property footprint by over 58,000 useable square feet (USF) in FY 2018.⁹ We accomplished this reduction primarily with better utilization of large site locations that led to reduced leases in surrounding areas. Our long-term Reduce the Footprint Plan stipulates an additional 170,000 USF reduction in our real estate portfolio from FY 2019 through FY 2023.

In FYs 2019 and 2020, we are adjusting the size of furniture workstations to reflect current business needs, which will lower the cost by about 25 percent per workstation. The new standard workstation also enables us to increase the number of employees that occupy our buildings. Beginning in FY 2019, the new workstation model is the preferred option for all agency locations.

⁹ Pending a final reconciliation with the General Services Administration (GSA) anticipated in the second quarter of FY 2019.

Expand Strategic Partnerships with External Partners

We provide SSN verifications and exchange birth, death, prisoner, and benefit payment information, as permitted under law, with Federal, State, and private partners, to efficiently obtain data to ensure our payment accuracy and to support the needs of other external programs. Our data exchanges improve organizational effectiveness and reduce costs by providing reliable data to determine benefits and improve administrative processes, which in turn, saves costs and reduces improper payments. We also continue to pursue new data exchange partners from government and private sectors.

Performance Measures – Strategic Objective 3.4

3.4a Reduce our real property footprint

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	Achieve a 25,000 USF reduction	Achieve a 115,000 USF reduction

Performance Results

Fiscal Year	2016	2017	2018
<i>Performance</i>	Achieved a 174,755 USF reduction	Achieved a 83,375 USF reduction	Achieved a 58,813 USF reduction
<i>Target</i>	Achieve a 190,000 USF reduction	Achieve a 15,000 USF reduction	Achieve a 55,000 USF reduction
<i>Target Met</i>	Not Met	Met	Met

Results: We successfully met the requirements of the reduce the footprint mandates in FY 2018. Pending our final reconciliation with GSA, we successfully achieved our physical footprint reduction goal of 55,000 USF.

3.4b: Initiate the data exchange process with new partners or expand existing data exchanges to improve operational efficiency and reduce improper payments

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	Engage with at least two new data exchange partners from government or the private sector	Engage with at least two new data exchange partners from government or the private sector

Performance Results

Fiscal Year	2018
<i>Performance</i>	Engaged with four new data exchange partners
<i>Target</i>	Engage with at least two new data exchange partners from government or the private sector
<i>Target Met</i>	Met

Results: In FY 2018, we initiated the data exchange process with the National Association for Public Health Statistics and Information Systems for marriage and divorce data from States; representative payee court data from States; workers compensation data from the District of Columbia Office of Risk Management; and Federal employee verification data from the Department of Treasury. In addition, we expanded existing data exchanges with the VA and CMS to receive additional death data elements, which we will use to prevent improper payments. These accomplishments will result in improvements in operational efficiency and reductions in improper payments.

Budgeted Workload Measure Results

In addition to the performance measures and targets we develop to demonstrate our incremental efforts to achieve our strategic goals, we have a number of budgeted workload performance measures that represent how much of our core workloads we will complete each year and how efficiently and effectively we complete this work. While budgeted workload measures support our strategic goals and objectives, the targets and outcomes are directly affected by our funding level each year. Thus, we present our budgeted workload measures separately in the following table.¹⁰

Retirement and survivor claims completed

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	6,009,000	6,324,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	5,023,533	5,327,221	5,602,312	5,619,831	5,862,065
<i>Target</i>	5,131,000 (4,990,259 received)	5,247,000	5,586,000	5,782,000 (4,196,566 received)	5,801,000

¹⁰ FY 2019 estimates generally align with the targets in our FY 2019 Operating Plan. However, some estimates have changed due to updated claims receipt projections from our Office of the Chief Actuary, which affect multiple workloads. Due to higher than expected call volumes, attrition, and new hires that are not yet fully productive, FY 2019 average speed of answer and agent busy rate are expected to be higher than originally projected.

Initial disability claims receipts

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	2,295,000	2,376,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	2,805,067	2,756,319	2,637,755	2,442,592	2,353,970
<i>Target</i>	2,891,000	2,755,000	2,807,000	2,499,000	2,476,000

Initial disability claims completed

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	2,295,000	2,241,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	2,861,895	2,759,432	2,688,977	2,485,100	2,306,570
<i>Target</i>	2,947,000	2,767,000	2,695,000 (2,637,755 received)	2,455,000	2,300,00

Initial disability claims pending

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	565,000	700,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	632,656	621,315	567,644	522,869	565,013
<i>Target</i>	642,000	621,000	733,000	612,000	699,000

Average processing time for initial disability claims

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	113 days	113 days

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	110 days	114 days	110 days	111 days	111 days
<i>Target</i>	109 days	109 days	113 days	113 days	111 days

Disability reconsiderations receipts

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	635,000	740,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	761,772	704,341	647,910	582,935	552,755
<i>Target</i>	Not Applicable	Not Applicable	Not Applicable	Not Applicable	540,000

Disability reconsiderations completed

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	597,000	660,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	757,198	723,485	666,948	595,588	541,806
<i>Target</i>	778,000	739,000	702,000 (647,910 received)	581,000	518,000

Disability reconsiderations pending¹¹

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	153,000	233,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	170,255	143,540	120,829	105,022	115,028
<i>Target</i>	174,000	143,000	136,000	130,000	129,000

Average processing time for disability reconsiderations

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	105 days	105 days

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	108 days	113 days	103 days	101 days	103 days
<i>Target</i>	Not Applicable	Not Applicable	Not Applicable	105 days	102 days

¹¹ The increase in pending is a result of the phased-in reinstatement of the reconsideration process in the 10 prototype States.

Hearings receipts

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	511,000	487,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	810,715	746,300	712,853	620,164	567,911
<i>Target</i>	819,000	805,000	746,000	632,000	582,000

Hearings completed

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	779,000	693,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	680,963	663,129	652,241	685,657	765,554
<i>Target</i>	735,000	727,000	703,000	683,000	738,000

Hearings pending

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	591,000	385,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	977,736	1,060,907	1,121,519	1,056,026	858,383
<i>Target</i>	932,000	1,056,000	1,087,000	1,071,000	900,000

Annual average processing time for hearings decision¹²

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	515 days	390 days

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	422 days	480 days	545 days	605 days	595 days
<i>Target</i>	415 days	470 days	540 days	605 days	605 days

National 800 Number calls handled

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	36,000,000	36,000,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	37,112,118	36,900,641	37,231,564	36,053,988	31,910,965
<i>Target</i>	39,000,000	38,000,000	34,000,000	35,000,000	33,000,000

¹² Average processing time for hearings is an annual figure. End of year (September) processing time for hearings is estimated to be 460 days and 330 days, for FYs 2019 and 2020, respectively.

Average speed of answer¹³

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	13 minutes	15 minutes

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	1,323 seconds (~22 minutes)	617 seconds (~10 minutes)	817 seconds (~14 minutes)	802 seconds (~13 minutes)	1,422 seconds (~24 minutes)
<i>Target</i>	1,020 seconds (17 minutes)	700 seconds (~12 minutes)	945 seconds (~16 minutes)	970 seconds (~16 minutes)	1,500 seconds (25 minutes)

Agent busy rate

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	9%	12%

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	13.5%	7.5%	8.9%	10.2%	14.7%
<i>Target</i>	14.0%	8.0%	9.5%	12.0%	16%

¹³ To more clearly communicate our National 800 Number performance, we are now reporting the standard unit of measure in minutes instead of seconds.

Periodic continuing disability reviews completed

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	1,803,000	1,774,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	1,674,713	1,971,812	2,107,139	2,257,140	2,286,326
<i>Target</i>	1,410,000	1,890,000	1,950,000	1,970,000	1,990,000

Full medical continuing disability reviews

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	703,000	674,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	525,875	799,013	853,754	874,411	896,508
<i>Target</i>	510,000	790,000	850,000	850,000	890,000

Supplemental Security Income non-medical redeterminations completed

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	2,822,000	2,822,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	2,627,518	2,266,993	2,530,446	2,589,638	2,913,443
<i>Target</i>	2,622,000	2,255,000	2,522,000	2,562,000	2,900,000

Social Security numbers completed

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	17,000,000	17,000,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	16,090,179	16,468,018	17,336,833	17,400,585	17,082,844
<i>Target</i>	16,000,000	16,000,000	16,000,000	16,000,000	17,000,000

Annual earnings items completed

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	285,000,000	285,000,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	256,521,405	265,830,718	272,999,400	279,381,782	284,306,239
<i>Target</i>	253,000,000	257,000,000	264,000,000	273,000,000	281,000,000

Social Security Statements issued¹⁴

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	15,000,000	15,000,000

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	4,024,906	50,092,070	47,507,890	13,724,897	14,971,689
<i>Target</i>	4,000,000	44,000,000	38,000,000	10,000,000	14,000,000

Disability determination services production per workyear

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	302	306

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	311	307	306	306	310
<i>Target</i>	319	313	307	301	302

¹⁴ The Social Security Statements Issued measure includes paper statements only; it does not include electronic statements issued. In FY 2018, [my Social Security](#) users accessed their Social Security Statements 45.1 million times. In FYs 2019 and 2020, we will send paper Social Security Statements to people age 60 and over who are not receiving Social Security benefits and are not registered for a [my Social Security](#) account, consistent with FY 2018.

Office of Hearings Operations production per workyear

Performance Targets FYs 2019 – 2020

Fiscal Year	2019	2020
<i>Target</i>	105	107

Performance Results

Fiscal Year	2014	2015	2016	2017	2018
<i>Performance</i>	102	95	88	94	103
<i>Target</i>	106	104	94	96	98

Major Management and Performance Challenges

As we strive to improve our performance, we face a variety of challenges. Each year, the Office of the Inspector General (OIG) identifies our top management and performance challenges. In addition, our leadership also identifies challenges, which often overlap with the OIG report. A listing of acronyms for the responsible officials is in Appendix D, Summary of Key Management Officials' Responsibilities.

Challenges Identified by the Office of the Inspector General

In FY 2018, OIG identified seven top management issues for our agency.

1) Improve Administration of the Disability Programs

Components: DCO, DCHO, DCRDP, DCS, DCHR, DCARO, and DCBFM

Challenge: The Agency still faces challenges with pending disability hearings and appeals. Continued focus is necessary to simplify work incentive regulations and create new opportunities for returning beneficiaries to work.

Actions we are undertaking to address this challenge include:

- Reduce the Hearings Backlog;
- Reinstate the Reconsideration Process;
- Reduce the Processing Center Backlog;
- Expand Video Service Delivery;
- Expand Access to Electronic Medical Evidence;
- Improve the Number of People with Disabilities Who Return to Work;
- Develop an Occupational Information System;
- Update the Listing of Impairments; and
- Modernize Disability Case Processing.

2) Reduce Improper Payments and Increase Overpayment Recoveries

Components: DCRDP, DCBFM, DCO, DCHO, DCS, OCACT, DCCOMM, GC, DCARO, and IG

Challenge: SSA is responsible for issuing about \$1 trillion in benefit payments, annually, to more than 70 million people. Given the large overall dollar amounts involved in SSA's payments, even the slightest error in the overall process can result in millions of dollars in overpayments or underpayments.

Actions we are undertaking to address this challenge include:

- Promote Timely Wage Reporting;
- Improve the Death Reporting System Process;
- Modernize our Debt Management System;
- Expand Our Cooperative Disability Investigations Program; and
- Enhanced Fraud Prevention and Detection Activities.

3) Improve Customer Service

Components: DCO, DCHO, DCBFM, DCRDP, and DCS

Challenge: SSA faces challenges as it pursues its mission to deliver quality services that meet the changing needs of the public, including growing workloads as experienced employees are expected to retire.

Actions we are undertaking to address this challenge include:

- Reinstated the Reconsideration Process;
- Reduced the Processing Center Backlog;
- Expanded Video Service Delivery;
- Provided Real-Time Assistance to Online Users;
- Expanded the Availability of the Online Social Security Replacement Card Application;
- Expanded Online Appeals;
- Enhanced *my Social Security*;
- Developed an Occupational Information System;
- Updated the Listings of Impairments; and
- Modernized the Social Security Statement.

4) Modernize Information Technology Infrastructure

Component: DCS

Challenge: SSA must modernize its information technology to accomplish its mission despite budget and resource constraints.

Actions we are undertaking to address this challenge include:

- Modernize Information Technology;
- Strengthen Our Information Security Program and Modernize Our Cybersecurity Infrastructure; and
- Modernize Disability Case Processing.

5) Secure Information Systems and Protect Sensitive Data

Component: DCS

Challenge: SSA must ensure its information systems are secure and sensitive data are protected.

Actions we are undertaking to address this challenge include:

- Strengthen Our Information Security Program and Modernize Our Cybersecurity Infrastructure.

6) Strengthen the Integrity and Protection of the Social Security Number

Component: DCO, DCRDP, and DCS

Challenge: Protecting the SSN and properly posting the wages reported under SSNs are critical to ensuring eligible individuals receive the full benefits they are due.

Actions we are undertaking to address this challenge include:

- Expand the Availability of the Online Social Security Replacement Card Application; and
- Improve the Death Reporting System Process.

7) Strengthen Planning, Transparency, and Accountability

Components: DCHR, DCS, DCARO, DCBFM, DCO, DCHO, DCRDP, OCACT, DCCOMM, DCLCA, and GC

Challenge: Planning, transparency, and accountability are critical factors in effective management. Failure to plan properly to meet its mission and challenges will lessen the Agency's ability to provide its services efficiently and effectively now and in the future. Similarly, mismanagement and waste, as well as a lack of transparency for citizens in Government operations, can erode trust in SSA's ability to tackle the challenges it faces.

Actions we are undertaking to address this challenge include:

- Strengthen Our Information Security Program and Modernize Our Cybersecurity Infrastructure;
- Enhance Fraud Prevention and Detection Activities;
- Strengthen the Performance Management Process;
- Execute Talent Management and Succession Planning;
- Invest in Training and Support for New Supervisors; and
- Reduce Our Real Property Footprint.

Additional Challenges Identified by Our Leadership

Prevent Fraud, Waste, and Abuse

Components: DCO, DCARO, DCRDP, DCBFM, DCS, and IG

Fraud, waste, and abuse erode the public's trust in our ability to efficiently and effectively provide vital services. Prevention is critical to conserving valuable resources and meeting our mission to meet the changing needs of the public.

Actions we are undertaking to address this challenge include:

- Improve the Death Reporting System Process;
- Expand Our Cooperative Disability Investigations Programs; and
- Enhance Fraud Prevention and Detection Activities.

Have Enough Employees with the Right Skills in the Right Place at the Right Time

Component: DCHR

Having employees with the right skills in the right place at the right time is critical to our mission. Employee turnover challenges our ability to develop and retain empowered, knowledgeable, compassionate, and engaged employees.

Actions we are undertaking to address this challenge include:

- Strengthen the Performance Management Process;
- Execute Talent Management and Succession Planning; and
- Invest in Training and Support for New Supervisors.

Innovate the Future of Service Delivery

Components: DCO, DCHO, DCS, and DCRDP

We must innovate the future of service delivery to better serve the public. We are constantly improving and developing new service delivery options to provide enhanced service to the public.

Actions we are undertaking to address this challenge include:

- Expand Video Service Delivery;
- Expand the Availability of the Online Social Security Replacement Card Application;
- Enhance Online Appeals;
- Enhance *my Social Security*;

- Modernize the Social Security Statement; and
- Expand Access to Electronic Medical Evidence

Keep Pace in the Disability Program with Medicine, Technology, and the World of Work

Components: DCRDP, DCHO, DCO, and DCS

Medicine, technology, and the nature of work are constantly evolving. We must keep pace creating a more agile, responsive organization committed to meeting the public's needs and maximizing efficiencies throughout the disability program.

Actions we are undertaking to address this challenge include:

- Expand Access to Electronic Medical Evidence;
- Develop an Occupational Information System;
- Update the Listings of Impairments; and
- Modernize Disability Case Processing.

Appendix A: Program Evaluations

We routinely conduct studies and surveys to evaluate the effectiveness of our programs. Continuous evaluation of the collection of program data, research, and analyses assists us in identifying strengths and weaknesses in our programs. Information from the program evaluations assist us in developing strategies to address the major challenges we face and improve the day-to-day administration of our programs. We complete many of our evaluations annually, while others may be biennial or one-time efforts. We have included a summary of findings for the most current reports available at this time.

Strategic Goal 1 – Deliver Effective Services

ForeSee Experience Index E-Government Report (Quarterly)

The ForeSee Experience Index (FXI) E-Government report measures citizen satisfaction with government websites. The fiscal year (FY) 2017 third quarter report noted two SSA websites, “Extra Help with Medicare Prescription Drug Plan Costs” and “SSA Retirement Estimator” topped the E-Government Satisfaction Index. Four out of the top six sites were SSA webpages.

Disability Hearings Process Report Card (Annual)

The Disability Hearings Process Report Card measures customer satisfaction with the disability application process at the hearing level. Our FY 2017 results for overall customer satisfaction were mixed. Most respondents who received favorable decisions were satisfied with the agency’s overall service (80 percent) and the hearing experience (85 percent). However, respondents who received unfavorable decisions largely expressed dissatisfaction with both measures. In FY 2017, satisfaction with the hearing experience was 32 percent E/VG/G, and perceptions of the agency’s overall service were somewhat more favorable at 37 percent E/VG/G.

Only 43 percent of respondents who received favorable decisions and 22 percent of those who received unfavorable decisions were satisfied with the elapsed time from the date of the hearing request to the date of the hearing. Data from agency records indicates the proportion of respondents ultimately receiving favorable decisions who had hearings within a year decreased significantly from 36 percent in FY 2015 to 13 percent in FY 2017. Among respondents who ultimately received unfavorable decisions, the proportion who had hearings within a year decreased significantly from 36 percent in FY 2015 to 14 percent in FY 2017.

Field Office Telephone Service Evaluation (Annually)

Evaluates our accuracy in handling the public's calls to field offices. During the FY 2017 evaluation, our field sites monitored 2,116 calls in 110 randomly selected field offices nationwide. More than half (57.4 percent) of calls involved issues that could have had an effect on payment or eligibility to benefits. Our findings report our accuracy rates for payment (98.1 percent), service (92.9 percent), access and disclosure (68.2 percent).

National 800 Number Telephone Service Evaluation (Annually)

Evaluates our accuracy in handling the public's calls to the National 800 Number. We based our findings for this FY 2017 report on monitoring 2,919 calls that our telephone agents in various components handled throughout FY 2017. We found that payment accuracy was 99.1 percent in FY 2017, comparable to the FY 2015 rate of 98.5 percent and the highest accuracy attained in the last five report periods. The FY 2017 service accuracy rate was 93.4 percent. Agents continued to provide highly courteous service on the National 800 Number, as we recorded only three instances of discourteous service.

Overall Service Satisfaction Surveys (Biennial)

Our Telephone Service Satisfaction Surveys evaluate callers' satisfaction with our National 800 Number and field office telephone services. Our Office Visitor Surveys evaluate visitors' satisfaction with our field offices (including Social Security Card Centers) and hearing offices. In FY 2017, the combined overall satisfaction rate for telephone and in-person service was 80 percent E/VG/G. Satisfaction with in-person service (91 percent E/VG/G) continued to exceed satisfaction with telephone service (74 percent E/VG/G) by a substantial margin.

Office Visitor Surveys (Biennial)

Our Office Visitor Survey measures customer satisfaction with our in-person service and includes the field office and hearing office segment; and the Social Security Card Center segment. Overall satisfaction among field office visitors was 93 percent satisfied in FY 2018, 2 percent higher than FY 2017 (91 percent). Hearing Office visitors' overall satisfaction rating was 92 percent in FY 2018, which is 4 percent higher than the FY 2017 (89 percent).

We received favorable ratings on all aspects of our employee service (helpfulness, courtesy, job knowledge, and clarity of explanations). Field office visitors expressed satisfaction ranging from 91 to 94 percent, and hearing office visitor's satisfaction ranged from 91 to 95 percent.

The rate of internet use among field office visitors was 44 percent in FYs 2017 and 2018. Internet use by hearing office visitors was 53 percent in FY 2017 and 55 percent in FY 2018. In both years, more than half of field office respondents had already created *my Social Security* accounts, and a majority of the remainder (59 percent in FY 2017 and 56 percent in FY 2018)

said they were very likely or somewhat likely to create accounts for future use. Hearing office visitor responses were even more encouraging, with more than 60 percent in both years having already created accounts, and a large proportion (73 percent in FY 2017 and 60 percent in FY 2018) of the remainder saying they were likely to create one. Most visitors who said they were unlikely to create an account told us it was because they preferred to speak to a person rather than conduct their business online.

Prospective Client Survey (Biennial)

Surveys people between ages 50 and 64 to identify service expectations and preferences of the upcoming wave of retirees. In FY 2017, key survey findings included:

- Retirement planning – Eighty-five percent of survey respondents remembered getting a Social Security Statement within the past year.
- Conducting Business with the Agency – Eighty-seven percent of respondents said they would conduct business by telephone, 84 percent would visit an office, and 79 percent would use the internet.
- First Choice Service Preferences – More respondents preferred agent phone service for correcting their earnings record (42 percent) and scheduling an appointment to discuss their application (48 percent) than any other channel. On the other hand, the largest group of respondents preferred the Internet for checking application status and changing personal information on their Social Security record (both 44 percent). An office visit was the top choice (35 percent) only for completing an application for benefits.
- Important Features of Service – The majority of respondents considered the ability to speak to an agent on the telephone without having to call back (87 percent) and the ability to complete their business in one office visit (83 percent) as very important features of service.

Retirement Application Survey (Biennial)

Measures customer satisfaction with the retirement application process and identifies service expectations and preferences among recent retirees. In FY 2016, we found an exceptionally high level of satisfaction with the retirement application process, with respondents rating their overall experience at 95 percent excellent, very good or good. The large majority of respondents filed their retirement application either, in-person (45 percent) or online (41 percent), with just 14 percent completing the application over the telephone. When asked about whether they use the Internet for any purpose, most (71 percent) respondents indicated that they use the Internet, and about two-thirds (66 percent) of those Internet users said they had already created a *my Social Security* account.

Strategic Goal 2 – Improve the Way We Do Business

Evaluation of the Ticket to Work and Other Employment Support Programs (Continuously)

Examines employment patterns and outcomes of disabled beneficiaries, including those beneficiaries who use employment services such as the Ticket to Work, Partnership Plus, and Work Incentives Planning and Assistance programs. We completed an independent 10-year evaluation of the Ticket to Work (TTW) program in 2013, which produced seven reports. All reports are publically available at

<http://www.socialsecurity.gov/disabilityresearch/research.htm#Ticket>.

Overall, the TTW evaluation found that beneficiaries who use the program generally like it, and the program has increased the use of return to work services. In addition, those beneficiaries who participate in TTW have better outcomes than those who return to work without the help of SSA-financed employment services. However, we also found that the increase in service use and better outcomes by participants has not translated into net increases in benefit suspension or termination for work or an increase in the number of months spent in suspension or termination for work. This finding suggests that TTW has primarily extended the types of services that were available under the previous program where services were offered only through State vocational rehabilitation agencies. To summarize, more beneficiaries are getting these services now, but the success rate has not measurably changed. We also fund continuing TTW evaluation research through our Disability Research Consortium.

Federal Information Security Modernization Act Report (Annually)

Reports to Congress whether our overall information technology security and privacy programs and practices comply with the Federal Information Security Modernization Act of 2014. In FY 2017, we made substantial improvements and progress in securing applications, managing vulnerabilities, updating policies, and enhancing the overall effectiveness of our cybersecurity capabilities.

Pre-Effectuation Review of Disability Determinations (Annually)

Assesses the accuracy of initial and reconsideration disability allowances made by disability determination services (DDS) as required in the Social Security Act. In FY 2016, we reviewed 399,209 allowances and 5,992 continuances. We estimate these reviews will result in lifetime savings of about \$509 million in benefits to the Old-Age and Survivors Insurance Trust Fund and Disability Insurance Trust Funds combined. We also estimate lifetime savings of \$65 million in SSI payments, \$218 million to the Medicare trust funds, and a net cost of \$4 million in the Federal share of Medicaid payments.

Safeguard Security Report (Annually)

We provide examples of our policies and procedures to demonstrate how we safeguard personally identifiable information and Federal tax information. We submit this report to the Internal Revenue Service (IRS) on an annual basis.

Safeguard Review (Triennial)

Evaluates the use of Federal tax information and the measures we employ to protect this information. This review is an onsite evaluation completed in collaboration with the IRS.

The IRS completed its full Safeguard Review of our agency in the summer of 2016. The review concluded with a closing conference in September 2016 and produced findings pertaining to both physical and IT security. We did receive one critical finding from the review and addressed it in June 2017. The findings from this review are reported on a semi-annual basis through submission of a corrective action plan to the IRS.

Strategic Goal 3 – Ensure Stewardship

Annual Report of the Board of Trustees of the Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds (Annually)

Reports annually to Congress on the financial and actuarial status of the two Social Security trust funds. At the end of 2017, the Old-Age, Survivors, and Disability Insurance (OASDI) program was providing benefit payments to about 62 million people: 45 million retired workers and dependents of retired workers; 6 million survivors of deceased workers; and 10 million disabled workers and dependents of disabled workers. During 2017, an estimated 174 million people had earnings covered by Social Security and paid payroll taxes on those earnings. Total expenditures in 2017 were \$952 billion. Total income was \$997 billion, which consisted of \$911 billion in non-interest income and \$85 billion in interest earnings.

Annual Report to Congress on Medical Continuing Disability Reviews (Annually)

A legislatively mandated report that provides summary information on medical continuing disability reviews (CDR) conducted for a completed fiscal year, including actuarial estimates of the lifetime savings in OASDI; Supplemental Security Income (SSI); Medicare; and Medicaid benefits resulting from the reviews conducted during that fiscal year. In FY 2014, we conducted 1,674,713 periodic CDRs. Based on these reviews, we made initial determinations that benefits should be ceased in 139,204 cases. Our Office of the Chief Actuary estimates that, after all appeals, we will cease paying benefits to 92,727 individuals and their eligible dependents. We estimate the present value of future benefits saved to be \$9 billion.

Annual Report of the Supplemental Security Income Program (Annually)

Reports annually to the President and Congress on the status of the SSI program and provides 25-year projections of program participation and costs. In January 2018, 8.07 million individuals received monthly SSI payments averaging \$526, a decrease of 52,000 recipients from the 8.12 million recipients with an average payment of \$526 in January 2017. By 2042, the end of the 25-year projection period, we estimate that the SSI recipient population will reach 8.9 million. The projected growth in the SSI program over the 25-year period is largely due to the overall growth in the U.S. population, though the growth in the SSI recipient population is projected to be somewhat slower than the growth in the U.S. population.

Enumeration Accuracy Report (Triennial)

Assesses the accuracy of original Social Security numbers assigned during the fiscal year. In FY 2015, the enumeration accuracy rate was 100 percent. The difference between the FY 2015 accuracy rate and the FY 2014 accuracy rate of 99.98 percent is not statistically significant.

Evaluation of the Continuing Disability Review Enforcement Operation Predictive Model (Annually)

Evaluates the results of a predictive model used to score work issue CDR cases to ensure that cases most likely to result in overpayments are prioritized and worked first. In FY 2016, our tracking and evaluation indicated the need for improved coordination with the processing centers in reviewing cases based on the scores' priority order. While SSA Enforcement Operation issues various types of alerts, we showed progress on the challenging task of separating enforcement alert events that do not result in work reviews. Our prime objective for the future is aligning together the Continuing Disability Review Enforcement Operation predictive model, based on IRS annual earning data and a new quarterly earning work review process, via quarterly reporting.

Federal Employee Viewpoint Survey (Annually)

Assesses employee perspectives of organizational performance across several major human capital areas: recruitment, development, performance culture, leadership, job satisfaction, and personal work experiences. The 2018 Federal Employee Viewpoint Survey results indicate both strengths and opportunities for improvement. The most positive employee perceptions center around willingness to exert extra effort, knowledge of work importance, searching for ways to improve job performance, knowledge of how jobs support agency goals and priorities, and supervisor communication about performance. Opportunities for improvement include questions that reference the linkage between performance and pay raises, dealing with poor performers, performance-based recognition, merit-based promotions, and ability to recruit people with the right skills.

Human Capital Evaluations (Annually)

Monitors and evaluates the results of our human capital strategies, policies, and equal employment opportunity programs, as well as our adherence to merit system principles, including cyclical Human Resources Management and Delegated Examining Unit Assessments of components across the agency.

The HCES serves as a mechanism to monitor and evaluate outcomes related to human capital (HC) management strategies, policies, programs, and activities. We leverage business intelligence, analytics, and data-based decision-making structures to support our evaluation strategy by tracking agency progress on all milestones and performance measures through its Human Capital Operating Plan (HCOP), HRStat reviews (quarterly meeting during which agency executives are briefed on human capital issues and accomplishments), and Independent Audit Program, as well as an annual HC reviews with the Office of Personnel Management (OPM).

Human Capital Operating Plan – Our FY 2018-2019 HCOP describes plans for executing the human capital elements stated within our Agency Strategic Plan and Annual Performance Report, and supports the Office of Management and Budget’s Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce, as described in Memorandum M-17-22. To ensure our sustained success at both the agency and component levels, we developed mature structures and processes to support executive oversight and accountability and detailed plans for implementation of our key focus areas and corresponding initiatives. We also established an ongoing evaluation process to identify challenges and make course corrections that ensured we achieved our target outcomes.

HRStat – The HRStat is a metric-based, analytical monitoring process that tracks HC priorities and inform leadership about how HC supports agency goals with the intent of improving HC outcomes.

Independent Audit Program – We conduct a comprehensive Human Capital Framework audit of all Servicing Personnel Offices (i.e., currently 10 regions, Office of Central Operations and Headquarters) on a cyclical basis so that each site is reviewed at least every five years. SSA conducts audits virtually or onsite, if necessary. We conducted two human capital evaluations in FY 2018. We evaluated the Chicago Region in November 2017 and the Office of Central Operations in May 2018. We reviewed more than 50 outcomes set by OPM covering the following HR functions: training, labor-management/employee relations, civil rights and equal opportunity, staffing (including delegated examining unit hiring and work-life), workers’ compensation, and security and suitability. The number of resulting required corrective actions for both assessments was low and was for non-critical issues – no illegal appointments or serious violations.

Management Directive 715 Report (Annually)

Describes the status of our efforts to establish and maintain effective equal employment affirmation actions programs under Section 717 of Title VII of the Civil Rights Act of 1964 and effective affirmation action programs under Section 501 of the Rehabilitation Act of 1973.

In 2017, the Office of Civil Rights and Equal Opportunity:

- Met with senior executives to provide a comprehensive analysis of their components' workforce demographics. These briefings included discussions on diversity workforce trends and recommendations on improving areas that have low representational rates as compared to the civilian labor force;
- Collaborated with Office of Labor-Management and Employee Relations to revamp SSA's procedures under our Notification and Federal Employee Anti-discrimination and Retaliation Act (No FEAR Act) policy by conducting an independent review of complaints in any discrimination finding. The purpose of the independent review was to determine whether disciplinary action is recommended against named management officials. This review also included significant settlements;
- Continued to expand efforts to identify and eliminate potential barriers to Equal Employment Opportunity (EEO) by including subject matter experts (SME) from the Office of Personnel in the briefings on detected triggers that identify potential barriers. These SMEs provided guidance and tutelage on recruitment and other personnel-related issues;
- Continued to utilize Alternative Dispute Resolution as a tool to promote voluntary settlements early and throughout the EEO process and to resolve workplace disputes in a positive and constructive manner at the lowest level;
- Co-chaired the Equal Employment Opportunity Commission's Proactive Prevention Workgroup in which members from various Federal agencies identified best practices in the areas of EEO/diversity training, climate assessments, marketing, strategic integration with other human capital plans, use of demographic profiles, awards and recognition, and performance elements.

Targeted Denial Review (Annually)

Assesses the accuracy of initial and reconsideration disability denials made by the DDS. In FY 2018, we analyzed 54,823 cases and cited 1,969 decisional errors and 4,905 documentation errors. We returned 6,956 cases to the adjudicating components for correction—a return rate of 12.7 percent.

Retirement, Survivors, and Disability Insurance Stewardship Review (Annually)

Measures the accuracy of payments to persons receiving Social Security retirement, survivors, or disability benefits. In FY 2017, the overpayment (O/P) accuracy rate was 99.36 percent, based

on improper payments totaling a projected \$5.9 billion. Payment accuracy for underpayments (U/P) was 99.97 percent based on unpaid dollars projected at \$294 million. In FY 2016, the O/P accuracy rate was 99.79 percent, and the U/P accuracy rate was 99.93 percent. For FYs 2016 and 2017, the changes in the overall O/P accuracy rate was statistically significant, but the change in overall U/P accuracy rate was not.

Supplemental Security Income Stewardship Review (Annually)

Measures the accuracy of payments to persons receiving SSI benefits by reviewing all non-medical factors of eligibility and payment. In FY 2017, the O/P accuracy rate was 92.7 percent based on overpaid dollars totaling a projected \$4.1 billion. This rate represents an increase of 0.3 percentage points from the FY 2016 O/P accuracy rate of 92.4 percent. This change is not statistically significant. The U/P accuracy rate was 98.9 percent based on underpaid dollars totaling a projected \$636 million. This increase from the FY 2016 U/P accuracy rate of 98.8 percent is not statistically significant.

Supplemental Security Income Transaction Accuracy Review (Annually)

Review of non-medical aspects of eligibility to evaluate the adjudicative accuracy of SSI initial claims, redeterminations, and limited issues to ensure compliance with operational policy. In FY 2017, the sample of 7,814 cases provides meaningful information about the quality of the non-medical aspects of SSI initial claims, redeterminations, and limited issue transactions. The national case accuracy rates for FY 2017, defined as the percentage of cases free of either an O/P or a U/P, are 92 percent for O/P and 94.5 percent for U/P. In FY 2015, these rates were 91.8 percent and 94.5 percent, respectively. The increases in both the O/P and U/P case accuracy rates from FY 2015 to FY 2017 are not statistically significant.

Retirement, Survivors, and Disability Insurance Transaction Accuracy Review (Triennial)

Review of non-medical factors of eligibility to evaluate recently processed retirement, survivors, and disability insurance claims to ensure compliance with operational policy. For FY 2017, the overall OASDI O/P case accuracy was 98.9 percent, and the overall OASDI U/P case accuracy was 97.2 percent. The case accuracy rates indicate that approximately 4 out of every 100 claims were incorrectly paid – about 1 out of 100 cases had O/Ps, and about 3 out of 100 cases had U/Ps.

Appendix B:

How We Ensure Our Data Integrity

We are committed to providing consistent, reliable, and valid data. We have internal controls to ensure that our data are quantifiable, verifiable, and secure. Our internal systems and controls include:

- Audit trails;
- Integrity reviews;
- Separation of duties;
- Restricted access to sensitive data;
- Reviews at all levels of management; and
- Validation and verification in our System Development Life Cycles.

These same controls support the Commissioner's Federal Managers' Financial Integrity Act Assurance Statement.

Data Integrity Systems and Controls

We gather performance data using automated management information and other workload measurement systems. In FY 2010, we initiated a new data quality program designed to assess, measure, and monitor the quality of performance data. We evaluate the data in terms of four quality dimensions:

- Accuracy – Measures how well data adheres to specification (e.g., definitions, rules, and policies);
- Consistency – Measures consistency in internal and external reporting of data;
- Completeness – Measures missing occurrences or attributions of the data; and
- Timeliness – Measures the currency of the data (i.e., data are up to date and reporting occurs on time).

We conduct these quality evaluations based on established internal methodologies. As we introduce new performance measures, we perform a comprehensive data assessment using these four quality dimensions. From the assessment results, we establish a baseline. After establishing the baseline, we automate continuous monitoring to sustain high-quality data. Continuous monitoring allows us to follow data trends and proactively remediate potential issues.

In our data quality program, we also derive several accuracy and public satisfaction measures from surveys and work samples. These measures provide confidence levels of 95 percent or higher.

As part of our fiduciary responsibility to the public, we use an audit trail system (ATS) to protect our records and taxpayer funds from improper use. The ATS collects and maintains detailed information about our internal and public transactions. We store the data from programmatic and select internet applications, so we can review transactions for fraud and abuse.

Audit of Our FY 2018 Financial Statements

The Chief Financial Officers Act of 1990 requires the Office of the Inspector General (OIG) or an independent external auditor that it selects to audit our financial statements. OIG selected Grant Thornton LLP to conduct the FY 2018 audit.

The auditor found we fairly presented the basic financial statements, in all material respects, in conformity with accounting principles generally accepted in the United States of America for Federal entities. This finding marks the 25th consecutive year that we received an unmodified audit opinion. The auditor also found that our agency maintained, in all material respects, effective internal control over our financial reporting.

The audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. The audit did not find instances of noncompliance with laws, regulations, or other materials tested.

Appendix C: Changes to Performance Measures

Results for Discontinued Fiscal Year 2018 Performance Measures

Ensure timely guidance is provided to managers to address employee performance and conduct issues

Fiscal Year	2018
<i>Performance</i>	100%
<i>Target</i>	Provide initial guidance within 5 business days of the management inquiry

Carryover Performance Measures with Title Changes

FY 2019 Title	FY 2018 Title
Maintain customer satisfaction with our online services above ForeSee's Threshold of Excellence	Increase customer satisfaction with our online services
Ensure the quality of our decisions by achieving the State disability determination services decisional accuracy rate for initial disability decisions	Ensure the quality of our decisions by achieving the State disability determination services net accuracy rate for initial disability decisions
Mature the Enterprise Fraud Risk Management Program	Develop an Anti-Fraud Enterprise Solution
Enhance the leadership pipeline through a modernized national leadership development program	Ensure readiness of career senior executives for positions that align with agency succession needs

Appendix D:

Summary of Key Management Officials' Responsibilities

Commissioner of Social Security (COSS) manages all agency programs and staff. Also serves as the Chief Operating Officer, responsible for improving agency management and performance.

Deputy Commissioner of Social Security (DCOSS) an appointed position, authorized to act on behalf of the COSS.

Chief Actuary (CACT) plans and directs program actuarial estimates and analyses for our programs and for any proposed changes in programs and trust funds. The OCACT provides technical and consultative services to the COSS, the Board of Trustees of the Social Security Trust Funds, Congress, and their respective staffs.

General Counsel (GC) advises the COSS, DCOSS, and all subordinate organizational components (except the Inspector General) on legal matters. The GC also oversees the implementation of privacy protections and ensures that all privacy requirements are met serving as the Senior Agency Official for Privacy.

Inspector General (IG) promotes economy, efficiency, and effectiveness in administering our programs and operations, and prevents and detects fraud, waste, abuse, and mismanagement.

Deputy Commissioner for Analytics, Review, and Oversight (DCARO) oversees the review of program quality and effectiveness and makes recommendations for program improvement utilizing feedback from the adjudication of cases, predictive modeling, and other advanced data analysis techniques. Additionally, DCARO coordinates the agency's anti-fraud initiatives and responds to the recommendations of external monitoring authorities. The DCARO also serves as the accountable official for improper payments.

Deputy Commissioner for Budget, Finance, and Management (DCBFM) directs our comprehensive management programs including budget, financial policy, acquisition, grants, facilities and logistics management, and security and emergency preparedness. The DCBFM also serves as the Chief Financial Officer, Performance Improvement Officer, the Program Management Improvement Officer, and the responsible official for Enterprise Risk Management and the Digital Accountability and Transparency Act.

Deputy Commissioner for Communications (DCCOMM) conducts our national public information and outreach programs and fosters the transparency of our operations.

Deputy Commissioner for Hearings Operations (DCHO) administers our nationwide hearings program in accordance with relevant Federal laws.

Deputy Commissioner for Human Resources (DCHR) administers our human resources programs, including training, human capital initiatives, personnel and employee relations, labor

management, and civil rights and equal opportunity. The DCHR also serves as the Chief Human Capital Officer and the senior accountable official on employee engagement initiatives.

Deputy Commissioner for Legislation and Congressional Affairs (DCLCA) develops and conducts our legislative program, serves as our liaison to Congress, and analyzes legislative and regulatory initiatives.

Deputy Commissioner for Operations (DCO) directs our network of field offices, National 800 Number teleservice centers, and processing centers. The DCO also oversees disability determination services offices.

Deputy Commissioner for Retirement and Disability Policy (DCRDP) advises the COSS on the major policy issues and is responsible for all major activities in the areas of program policy planning, policy research and evaluation, statistical programs, and overall policy development, analysis, and implementation. The DCRDP serves as liaison with the Centers for Medicare and Medicaid Services and also leads our efforts to improve the clarity, tone, and readability of our notices.

Deputy Commissioner for Systems (DCS) directs the strategic management of our systems and databases, which includes the development, validation, and implementation of new systems. The DCS directs operational integration, strategic planning processes, and implementation of a systems configuration program. The DCS is responsible for implementing the agency's 5-year IT Modernization Plan. The DCS also serves as the Chief Information Officer.

