Social Security Administration

Securing today and tomorrow

Social Security Administration

Annual Performance Plan
for Fiscal Year 2024

Revised Performance Plan
for Fiscal Year 2023

Annual Performance Report
for Fiscal Year 2022

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Message from the Acting Commissioner

As the Acting Commissioner of the Social Security Administration (SSA), I present our *Annual Performance Plan for Fiscal Year 2024, Revised Performance Plan for Fiscal Year 2023, and Annual Performance Report for Fiscal Year 2022,* which detail our priorities and goals for the next two fiscal years (FY) and our accomplishments in the past fiscal year.

Our mission is to ensure equity in delivering Social Security services and improving the accessibility of our services to all. Our success in serving the public relies on our staff. Our employees are the heart of the agency, dedicated to providing outstanding service to nearly every member of the public at some point in their lives.

Our employees have been carrying more than their share of the burden. In FY 2022, we experienced the lowest staffing level in over 25 years, due to prior years of insufficient funding. To engage and retain employees, we need to provide them with manageable workloads, modern tools, and the training and development needed to build a successful career with our agency.

While we have begun to recover from many aspects of the pandemic, we continue to combat a growing backlog of disability claims at the initial and reconsideration levels, a backlog of claims at our processing centers, and a delay in eliminating our hearings backlog. Staffing challenges, coupled with the anticipated increase in disability claims receipts we expect in FYs 2023 and 2024, will likely contribute to longer wait times for a disability decision than in FY 2022. Similarly, we are making the technological and hiring investments necessary to improve service on our National 800 Number.

One of the most critical issues we face right now is the significant number of people who are waiting too long—over seven months on average—for a disability decision, which is now a service delivery crisis. We are replacing our employee losses, including in the State disability determination services (DDS). We are collaborating with the DDSs to implement new strategies to address recruitment and retention issues. We established a special team dedicated to increasing DDS processing capacity, addressing the disability backlogs, and look forward to implementing new solutions to improve processing.

As good stewards of our programs and as required by law, we will continue our quality reviews, cost-effective program integrity work, and payment accuracy efforts to ensure individuals receive the benefits for which they are eligible. We will expand the use of data analytics and predictive modeling, and increase the number and scope of strategic partnerships, to effectively administer benefits and protect our programs from waste, fraud, and abuse.

Based on internal evaluations, I affirm that the performance data in this report is complete, reliable, and accurate.

Respectfully,

Kilolo Kijakazi, Ph.D., M.S.W.

Baltimore, Maryland
March 13, 2023

Vision

Provide income security for the diverse population we serve.

Mission

Ensure equity and accessibility in delivering Social Security services by improving the customer experience and addressing systemic barriers to participation in our programs.

Programs

Few government agencies affect 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 (OASI)**: Established in 1935, the OASI program provides monthly retirement and survivors benefits to qualified workers and their family members. In fiscal year (FY) 2022, we paid OASI benefits to an average of over 56 million beneficiaries each month, and we paid approximately $1,064 billion to OASI beneficiaries through the fiscal year.

- **Disability Insurance (DI)**: Established in 1956, the DI program provides monthly benefits for workers who become disabled and their families. In FY 2022, we paid DI benefits to an average of 9 million beneficiaries each month and paid over $142 billion to DI beneficiaries through the fiscal year.

- **Supplemental Security Income (SSI)**: Established in 1972, the SSI program provides monthly financial support to aged, blind, and disabled adults and children who have limited income and resources. In FY 2022, we paid SSI benefits to a monthly average of 7.7 million recipients (approximately 2.6 million of whom concurrently receive OASI or DI benefits), and we paid almost $64 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, Supplemental Nutrition Assistance Program, State Children's Health Insurance Program, E-Verify, Medicaid, and Federal Benefits for Veterans, and programs associated with the *Employee Retirement Income Security Act of 1974*, *Coal Industry Retiree Health Benefit Act*, and *Help America Vote Act*.

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 program evaluations, our Learning Agenda, and identified risks.

Organization

As of the end of FY 2022, over 57,000 Federal employees and 14,500 State employees serve the public from a network of more than 1,500 offices across the country and around the world. We administer our programs and services online, by phone, and in person in our offices. Our customers can access online services such as applying for retirement, disability, and Medicare benefits, checking the status of an application or appeal, or requesting a replacement Social Security card.

Our highest priority is to provide mission-critical services while ensuring the health and safety of the public and our employees. We have shown this by maximizing remote work during the height of the pandemic and implementing policy and process flexibilities. We are working to return our performance and services closer to pre-pandemic levels. In April 2022, we resumed in-person services, including for people without appointments.

A diverse, engaged, and well-trained workforce is critical to meeting our service delivery goals. Our employees either directly serve the public or provide support to employees who do. We support our workforce throughout their chosen career paths with employee engagement, training, and development.

State agency disability determination services (DDS) make disability determinations for initial claims, reconsiderations, and continuing disability reviews (CDR). We are experiencing historically high attrition in the DDSs and difficulties hiring new staff, limiting our capacity to address the projected increase in disability receipts.

Administrative law judges (ALJ) in our hearing offices and administrative appeals judges in our Appeals Council decide appealed cases. We are making progress toward our goal of eliminating the disability hearings backlog, which is at its lowest level in 21 years.

Our processing centers (PC) handle the most complex benefit payment decisions, in addition to issuing benefit payments after appeals decisions, determining and collecting debt, correcting records, and performing program integrity work.

Our teleservice centers answer a broad range of Social Security and Medicare questions, schedule appointments for our field offices, provide status updates on current claims or appeals, and ensure the accuracy of our records.

Despite the challenges of the Coronavirus Disease 2019 (COVID-19) pandemic, we met many of our service goals, and we are addressing related challenges. The pandemic has highlighted opportunities and driven creative solutions to provide alternate service options to the public, lessening the need for people to visit a local field office. We made more of our paper processes electronic, added online service options, and examined how we can enhance service delivery for our customers. We are examining our internal policies and procedures for opportunities to improve and provide additional avenues to give our customers more efficient access to our services. For more information about our organization and its functions, visit our organizational structure [webpage](#).

Strategic Framework

This Annual Performance Report addresses the strategic goals, objectives, and strategies in our *Agency Strategic Plan for Fiscal Years 2022–2026* as required by the *Government Performance and Results (GPRA) Modernization Act of 2010.* We assess our progress by the performance measures and targets for each strategic objective.

Strategic Goals	Strategic Objectives	Supporting Strategies
Optimize the Experience of SSA Customers	Identify and Address Barriers to Accessing Services	• Identify and address potential inequities in current policies and programs • Increase support services for unrepresented claimants • Conduct implicit bias training for employees • Conduct and analyze customer satisfaction surveys to identify areas for improvement
	Expand Digital Services	• Better understand our customers' service preferences • Address our customers' service needs • Increase the use of secure digital services
	Build a Customer-Focused Organization	• Continue modernizing our information technology • Improve timeliness and eliminate and prevent backlogs
Build an Inclusive, Engaged, and Empowered Workforce	Promote Diversity, Equity, Inclusion, and Accessibility in Hiring and Advancement	• Conduct analyses to identify and address any systemic barriers present in hiring and advancement • Broaden reach for hiring and promote retention
	Support Employees' Chosen Career Paths	• Invest in our employees • Ensure inclusive leadership development
Ensure Stewardship of SSA Programs	Improve the Accuracy and Administration of Our Programs	• Support our cost-effective program integrity work to safeguard benefit programs to better serve our recipients • Enhance our payment accuracy efforts, including overpayments and underpayments • Expand the use of data analytics and predictive modeling • Strengthen our cybersecurity program
	Identify and Eliminate Potential Barriers to Access Contracts and Grants	• Identify and work to address potential barriers and bolster open competition in the acquisition and grants process • Disseminate acquisition and grant proposal requests widely to ensure responses from a broad range of organizations
	Improve Organizational Performance and Policy Implementation	• Simplify our policies and modernize our processes • Strengthen program and resource management • Expand strategic partnerships with external partners

President's Management Agenda: Customer Experience

We are a high impact service provider (HISP), often affecting individuals at several points in their lives, including from birth, to entering the workforce, to facing a disability or loss, and when reaching retirement age. In accordance with Executive Order (EO) 14058, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*, we are designing and delivering services that focus on the experiences of the people we serve.

We partnered with an industry leader to provide Customer Experience (CX) training to our agency's leaders. We focused on building a common understanding of CX and detailing the role leadership plays in developing a customer-centric culture. We laid the groundwork to increase collaboration, break down silos, engage stakeholders, and guide our transformational work.

We centralized how we collect customer and employee feedback, research, and operational data. We successfully migrated all online surveys to the new Voice of Customer (VoC) Feedback platform—a major milestone towards standardizing and integrating VoC feedback within our decision-making processes. We established a baseline satisfaction measurement tool that complies with Federal requirements, allowing customers to access our survey at any time and provide feedback on their experiences. We marketed our survey across all major service channels (i.e., online, National 800 Number, and field offices).

We conducted extensive research and outreach to learn about the experiences of low to middle-income seniors approaching retirement age. We identified opportunities to improve the customer experience across Federal government. We are working to expand community partnerships and streamline multiple application processes.

Our 2022 CX Action Plan outlines five CX actions that we will execute in FYs 2023 and 2024 to build our CX management capacity. We worked with CX industry experts to develop journey mapping standards and CX decision modeling to help us identify which aspects of our current service delivery channels are generating the greatest customer pain points to implement CX activities and solutions. We designated three HISP priority services: applying for a replacement Social Security card, filing for Social Security retirement benefits, and obtaining adult disability benefits. Visit Performance.gov for more information about our CX Action Plans and our FY 2024 Congressional Justification for more specifics about our planned actions.

Cross-Agency Priority Goals

The *GPRA Modernization Act of 2010* requires agencies to address Cross-Agency Priority Goals in our strategic plan and the annual performance plan. Refer to Performance.gov for our contributions to those goals and progress.

Agency Priority Goals

Agency Priority Goals (APG) are 24-month goals that reflect our top performance improvement priorities and key commitments for advancing the President's Management Agenda. As required by the *GPRA Modernization Act of 2010*, we established three APGs for FYs 2022–2023 that support multiple objectives across our strategic plan. Annotated below are the strategic objectives most closely aligned with each APG. These priority goals remain an agency focus. We are working to address performance challenges that may impact our ability to meet our targets. Visit Performance.gov for more information about how our APGs reflect our key priorities.

Agency Priority Goal	FY 2023 Target	FY 2022 Results
Improve Equity in the Supplemental Security Income Program Improve equity in our Supplemental Security Income program through increased outreach and improved benefit delivery, including to communities of color and underserved communities Strategic Objective 1.1: Identify and Address Barriers to Accessing Services	• By September 30, 2023, increase the number of all SSI applications by 15 percent, relative to the 2021 baseline, restoring rates closer to pre-pandemic levels • By September 30, 2023, increase the number of SSI applications from underserved communities by 25 percent, relative to the 2021 baseline	• Increased the number of all SSI applications by 5.2 percent, relative to the 2021 baseline • Increased the number of SSI applications from underserved communities by 18.1 percent, relative to the 2021 baseline
Improve the National 800 Number Service Improve the customer experience by reducing the Average Speed of Answer on the National 800 Number Strategic Objective 1.3: Build a Customer-Focused Organization	• By September 30, 2023, achieve an average speed of answer of less than 12 minutes, including implementation of estimated wait time and call back options	• FY 2022 Average Speed of Answer: 32.7 minutes • Worked with vendor to develop FY 2023 implementation plan for new 800 Number platform
Improve Initial Disability Claims* Improve the customer experience by reducing the average processing time for initial disability claims and by prioritizing those individuals who have waited the longest for initial disability determinations Strategic Objective 1.3: Build a Customer-Focused Organization *Focus Area for Improvement	• By September 30, 2023, achieve an average processing time for initial disability claims of 164 days • By September 30, 2023, decide 85 percent of pending initial disability claims that begin the fiscal year 180 days old or older	• FY 2022 Average Processing Time for Initial Disability Claims: 184 days • Decided 96 percent of FY 2022 aged cases

Performance Measures At A Glance

The following table shows our FYs 2023 and 2024 performance measures (excluding agency priority goals and budgeted workload measures), aligned with our FYs 2022–2026 Agency Strategic Plan.

Strategic Goal 1: Optimize the Experience of SSA Customers	
1.1: Identify and Address Barriers to Accessing Services	1.1a: Redesign SSA's website to enhance the user's online experience
	1.1b: Collect Customer Feedback
1.2: Expand Digital Services	1.2a: Increase the number of successfully completed online transactions
	1.2b: Expand video service delivery
1.3: Build a Customer-Focused Organization	1.3a: Provide uninterrupted access to our systems during scheduled times of operations
	1.3b: Modernize evidence acquisition systems to drive increased electronic medical evidence volumes through a multi-channel strategy
	1.3c: Improve customer service by reducing the number of actions pending at the processing centers
Strategic Goal 2: Build an Inclusive, Engaged, and Empowered Workforce	
2.1: Promote Diversity, Equity, Inclusion, and Accessibility in Hiring and Advancement	2.1a: Enhance the leadership and executive pipelines through modernized national leadership and executive development programs
	2.1b: Increase the use of workforce data analyses to support executive workforce and succession planning and data-driven decision making
2.2: Support Employees' Chosen Career Paths	2.2a: Improve employee engagement
	2.2b: Ensure new supervisors receive timely training to improve their leadership skills and competencies
	2.2c: Strengthen manager accountability for effective performance management
Strategic Goal 3: Ensure Stewardship of SSA Programs	
3.1: Improve the Accuracy and Administration of Our Programs	3.1a: Improve the integrity of the Supplemental Security Income program by focusing our efforts on reducing overpayments
	3.1b: Maintain a high payment accuracy rate by reducing overpayments, in the Old-Age, Survivors, and Disability Insurance program
	3.1c: Modernize our Debt Management System
	3.1d: Ensure the quality of our decisions by achieving the State disability determination services decisional accuracy rate for initial disability decisions
	3.1e: Maintain effective cybersecurity and privacy programs
	3.1f: Ensure timely and accurate payments to appointed representatives
3.2: Identify and Eliminate Potential Barriers to Access Contracts and Grants	3.2a: Small Business Administration annual scorecard success in contracting with Historically Underutilized Business (HUB) Zone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses
	3.2b: Increase funding for Historically Black Colleges and Universities (HBCU) and Institutions Serving Students of Color (ISSC)
3.3: Improve Organizational Performance and Policy Implementation	3.3a: Reduce our real property footprint

Strategic Goal 1: Optimize the Experience of SSA Customers

Strategic Objective 1.1: Identify and Address Barriers to Accessing Services

Leads: Deputy Commissioner for Operations and Deputy Commissioner for Retirement and Disability Policy

Strategies:

Identify and address potential inequities in current policies and programs

Increase support services for unrepresented claimants

Conduct implicit bias training for employees

Conduct and analyze customer satisfaction surveys to identify areas for improvement

FY 2022 Performance Measure Target and Results (see details)

1.1a: Redesign SSA's website to enhance the user's online experience	Implement final redesigned website and establish baseline customer experience scores using our new customer feedback platform	🔴 **Not Met**

What Did We Accomplish in FY 2022?

We made noteworthy progress with this strategic objective by accomplishing the milestones outlined in our Equity Action Plan.

- Held National Disability Forums (NDFs) with over 400 attendees addressing equitable access to SSA disability programs for Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex Plus communities; the impact of nutrition and fitness on disability; working with stakeholders to improve access to SSA benefits; and services for individuals experiencing homelessness.
- Provided in-depth training for nearly 1,800 community-based partners committed to assisting individuals with filing SSI applications.
- Published race and ethnicity research to examine potential inequities in our program participation and explored changes to our policies and procedures to increase access to our programs as a result of this research.
- Implemented mandatory agency-wide Diversity, Equity, Inclusion, and Accessibility (DEIA) Implicit Bias training, with over 98 percent completion rate.
- Developed and issued guidance to our field office employees on accepting documents with a non-binary sex designation or "X" for social security number requests.
- Developed sub-regulatory policy to help ensure SSI applicants with disabling conditions meeting specific criteria (presumptive disability) and who face barriers to our programs receive benefits as early as possible.
- Established baseline customer experience scores for the redesigned website using our new customer feedback platform.

What Do We Plan to Accomplish in FYs 2023 and 2024?

Strategy: Identify and address potential inequities in current policies and programs

We will expand on our network of advocates and community-based organizations and meet with them regularly to address the needs of people facing barriers. As outlined in our Equity Action Plan, we will increase our collection of data by race and ethnicity and employ it to discern whether there are differences in the rate of participation in our programs or disparities in average benefit levels, and work to address them.

Ensure Equity and Outreach: We established the Agency Equity Team, including executives from across the agency to coordinate agency-wide and interagency efforts and discuss opportunities to ensure equity in our programs, in accordance with EO 13985, *Advancing Racial Equity and Support for Underserved Communities through the Federal Government*. We compiled and published research and statistics detailing the demographic makeup of SSA program populations. We updated policy to conform with scientific advancements and recommendations from the medical community and kidney patients to ensure equitable disability determinations. In FYs 2023 and 2024, we will improve data collection for program data on race and ethnicity. We plan to produce research using enhanced program data and the matched Census Bureau survey to identify potential disparities for smaller populations of disability beneficiaries and applicants.

We plan to host additional NDFs or similar activities that include diverse stakeholders, and representatives of our underserved communities who share their unique insights directly. Refer to our website for racial equity research, statistics, and data resources.

Strategy: Increase support services for unrepresented claimants

We will support unrepresented claimants at the hearing level during our administrative review process. We will also examine our processes and procedures for potential actions that may result in disparate outcomes for unrepresented individuals.

In FYs 2023 and 2024, we will examine the impact of internal processes on outcomes for unrepresented claimants in the disability application process, as well as examine the effects of other internal policies, processes, and systems on service delivery. We plan to continue outreach to unrepresented claimants inform them of their rights at the hearing level of appeal. We are providing

telephone and online video hearings options to make hearings more accessible to claimants. We are working to ensure that the communication efforts are consistent and cover the entire disability process.

Strategy: Conduct implicit bias training for employees

We will update agency-wide policies and trainings to ensure equity in our programs. We established a workgroup on implicit bias and worked with training experts to assess and develop new training and a proposed curriculum. In FYs 2023 and 2024, we will use pre- and post-training evaluations to understand the impact of our trainings to mitigate potential implicit bias. We plan to review and make appropriate changes to our Implicit Bias training curriculum and enhance barrier analysis.
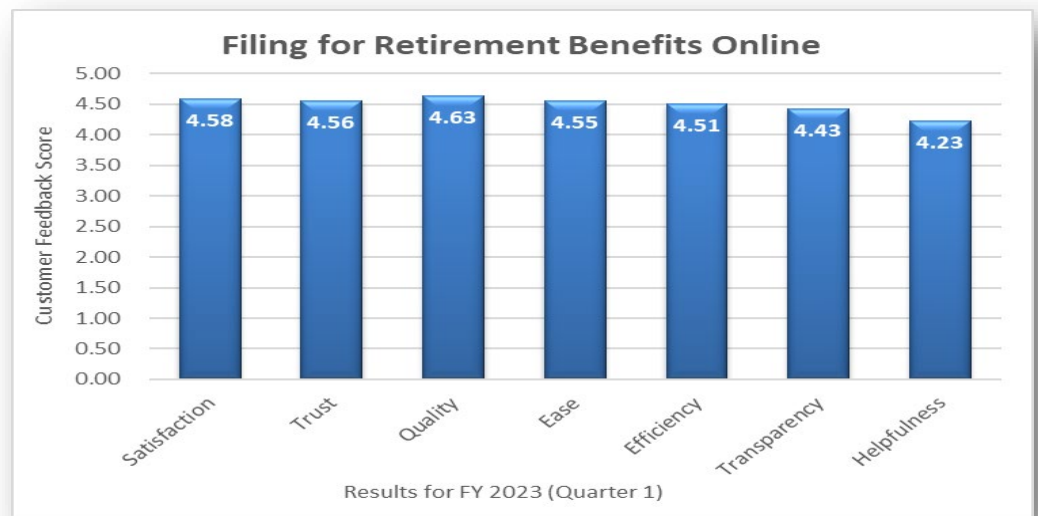
Strategy: Conduct and analyze customer satisfaction surveys to identify areas for improvement

We will build out our Voice of Customer architecture, available to customers visiting our website, to gain customer feedback to help us better understand customer perceptions, needs, and preferences. We will analyze data from various sources to identify areas for improvement. Separately, we survey field office visitors. We will gather feedback from callers to our 800 number once we upgrade our phone systems.

Establish Enterprise Voice of Customer (VoC) Feedback Collection: We utilize VoC feedback collection to capture real-time customer feedback across all service channels to help identify pain points along customers' journeys. In FY 2023, we began collecting customer feedback for two of our HISP priority service designations: (a) Filing for Social Security retirement benefits and (b) Applying for a replacement Social Security card. This information is published on Performance.gov. We also plan to define our first cross-functional transformational journey team to conduct customer research, pain point analysis, service design, stakeholder enablement, and performance measurement for the designated priority services. In FY 2024, we will strengthen centralized CX management structure to ensure accountability and integration of CX management disciplines throughout the agency, such as customer research, measurement, understanding, customer journey mapping, human-centered design, and customer-centric culture. We also plan to use insights derived from our VoC feedback collection to begin development and implementation of human-centered design solutions to address customer

Filing for Retirement Benefits Online

Category	Customer Feedback Score
Satisfaction	4.58
Trust	4.56
Quality	4.63
Ease	4.55
Efficiency	4.51
Transparency	4.43
Helpfulness	4.23

Results for FY 2023 (Quarter 1)

pain points and improve customer satisfaction. Visit Performance.gov for more information about our CX goals, progress, and results.

Long term Goals:

- Improve equity in our Supplemental Security Income program through increased outreach and improved benefit delivery, including to communities of color and underserved communities.
- Improve equity and benefit delivery in our programs through increased outreach and the detection of disparities using data collection and analysis.

We are making progress toward our long-term goals through our efforts to improve income security as outlined in our Equity Action Plan.

Performance Measures:[1]

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
1.1a: Redesign SSA's website to enhance the user's online experience	Not available	Not available	We completed the content audit for the full informational site, completed the new information architecture and design, and completed the retirement path updates	We implement-ed a *beta* site for ssa.gov; and achieved a two-point increase in customer satisfaction with the redesigned home page of the *beta* site	Implement final redesigned website and establish baseline customer experience scores using our new customer feedback platform	**Not Met** Implemented official Website release in December 2022 (FY 2023)	Achieve a 1.5% increase from baseline satisfaction for customers using SSA's website	Achieve a 1% increase in satisfaction for customers using SSA's website
	FY 2022 Performance							
	Target Not Met: We released the redesigned SSA,gov website on December 6, 2022. The FY 2022 release was postponed to address key stakeholder feedback and public communication features on the website home page.							

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[1] Results are reported for performance measures when data is available. "Not available" is shown when historical data are not available. "Not Applicable" is shown when newly established measures do not have an FY 2022 target.

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
1.1b: Collect Customer Feedback (NEW)	Not available	Not available	Not available	Not available	Not applicable	Not available	Establish end of journey feedback collection for priority service designations	Establish baseline customer experience scores for priority service designations

Strategic Objective 1.2: Expand Digital Services

Leads: Deputy Commissioner for Operations and Deputy Commissioner for Systems

Strategies:

Better understand our customers' service preferences

Address our customers' service needs

Increase the use of secure digital services

FY 2022 Performance Measure Target and Results (see details)		
1.2a: Increase the number of successfully completed online transactions	Increase the number of successfully completed online transactions by 10 million over the prior year (300 million target)	● **Met**
1.2b: Expand video service delivery	Implement videoconferencing to 100% of SSA and DDS employees	● **Not Met**

What Did We Accomplish in FY 2022?

We made noteworthy progress with this strategic objective by providing additional digital service options to meet the service needs of our customers.

- Enhanced our field office visitor experience with email and text reminders of appointments and smart phone check-in and cancellation options, which made it easier for visitors to check in and reduced congestion in our office reception areas.
- Added a QR code to hearing notices allowing claimants to check in for a hearing easily and securely using their mobile devices.
- Posted QR codes in our field offices to provide customers with information about our digital services.
- Deployed video teleconferencing capabilities to ALJ workstations giving claimants more flexibility to attend virtual hearings.
- Implemented an online method to assist people facing barriers to accessing our programs, their advocates, and third parties to establish a protective filing date for all our benefits, including SSI.
- Deployed an Online Social Security Number Application process that allows U.S. citizens and non-citizens to initiate online Social Security Number (SSN) card applications and identify the evidence needed for an original or replacement SSN card, before coming to the local SSA office to complete the application process.
- Implemented the Internet Social Security Number Replacement Card (*iSSNRC*) option to request a replacement card for name change due to marriage in certain States.

What Do We Plan to Accomplish in FYs 2023 and 2024?

Strategy: Better understand our customers' service preferences

We will build our VoC architecture to gain customer feedback to understand their perceptions, needs, and preferences. We marketed our customer feedback collection across all major service channels (i.e., online, National 800 Number, and field offices).

Enhance *my* Social Security (mySSA)**:** Our online portal, *my* Social Security, offers a broad range of services, including changing an address or direct deposit information, getting personal retirement benefit estimates, and requesting a replacement Social Security number card. *my* Social Security allows access from various devices. In FYs 2023 and 2024, we plan to provide customers with more options to update their addresses online, including those who live abroad and those who are dually entitled to retirement and disability benefits.

Online Services Growth
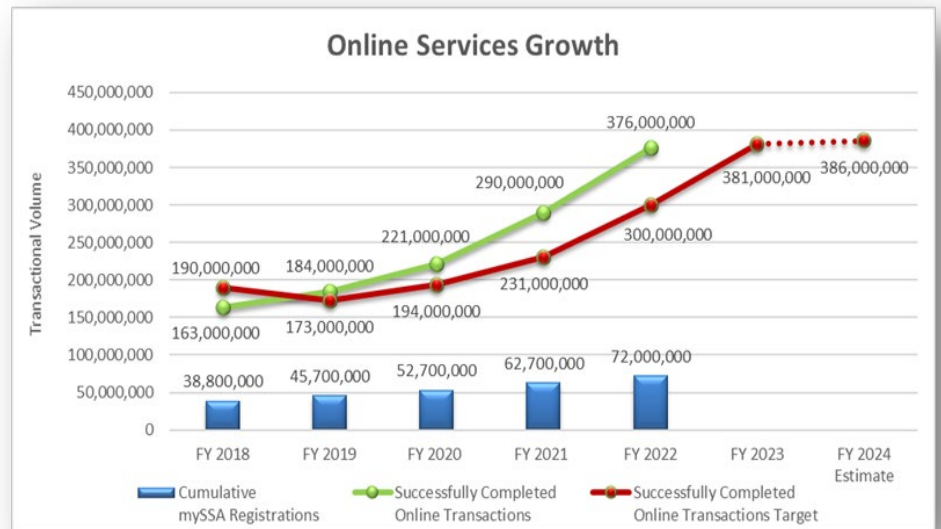
Strategy: Address our customers' service needs

We will introduce online options and improve services provided over the phone and in-offices.

Expand Video Service Delivery: Video service delivery (VSD) allows us to provide a video face-to-face service option for our customers using their personal devices. In FYs 2023 and 2024, we plan to expand access to video teleconference hearings to provide more timely service to claimants and balance workloads across hearing offices. We will begin the full-scale replacement video teleconferencing equipment with updated technology to decrease the need for technical assistance and reduce the number of delayed or cancelled hearings. We will also conduct video teleconferencing testing with the Department of Homeland Security (DHS) to issue non-U.S. Citizen replacement cards.

Enhance Online Appeals: We are improving the *iAppeals* online application process for people who appeal an agency decision for non-medical reasons. Appeals and Appointed Representative Processing Services will be an online portal with self-service options for customers and appointed representatives to electronically complete the appointment of representative process, fee agreements, appeals, registration, and other related workloads. In FYs 2023 and 2024, we plan to create a single-entry point

for medical, non-medical, and Office of Appellate Operations online appeal applications to make it easier for customers to file appeal requests.

Strategy: Increase the use of secure digital services

We provide the public with secure online, remote, and self-service options.

Enhance the Digital Experience: We are exploring ways to enhance the customer experience by providing convenient, user-friendly, and secure digital self-service options. We will utilize *eSubmit* to allow individuals applying for or receiving certain services to upload forms, documents, or evidence associated with their transaction, without the need to travel to a field office. We are prioritizing our forms and policies to either remove signature requirements or allow *eSignature* options. In FYs 2023 and 2024, we will implement and enhance a mobile-accessible online process to support EO 14058, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*.

Expand Online Options for New Social Security Numbers and Replacement Cards: We are expanding online service options for replacing SSN cards, so members of the public do not need to visit an office. In FYs 2023 and 2024, we plan to expand the marriage data exchange, integrate the Electronic Verification of Vital Events data exchange into *iSSNRC* to verify birth information, and explore additional avenues to increase access and enhance security.

New and Replacement Social Security Number Cards
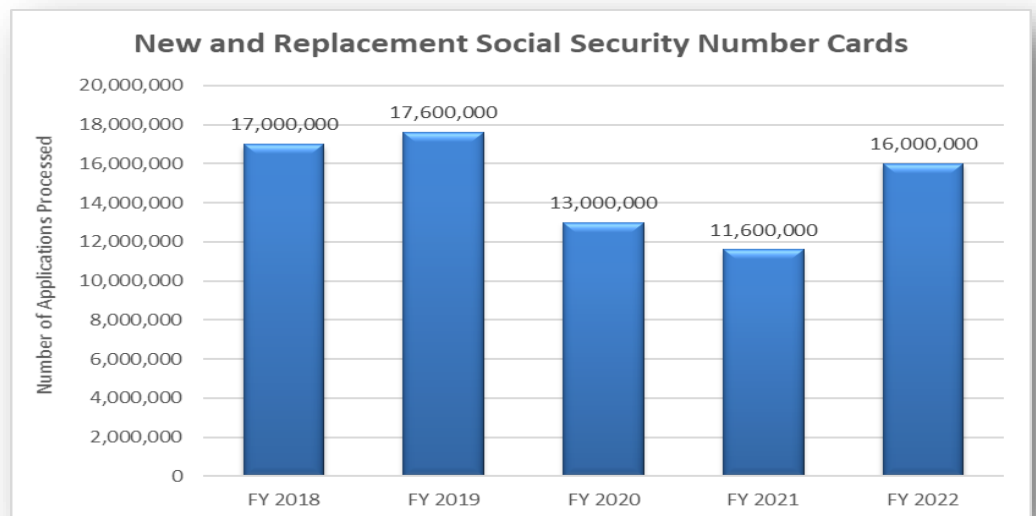
Long term Goals:

- Increase the number of services and forms available on our secure digital platforms to provide more convenient, user-friendly, and secure digital self-service options.
- Increase the usage of our secure digital services so that customers can conduct business with us at their convenience.

We are making progress toward our long-term goals by expanding our online service options and providing additional service choices.

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
1.2a: Increase the number of successfully completed online transactions	163 million	184 million	221 million	290 million	Increase the number of successfully completed online transactions by 10 million over the prior year (Target of 300 million)	**Met** Completed 376 million online transactions	Increase the number of successfully completed online transactions by 5 million over the prior year (Estimated target of 381 million)	Increase the number of successfully completed online transactions by 5 million over the prior year (Estimated target of 386 million)
	FY 2022 Performance							
	Target Met: We exceeded the target for successfully completed online transactions by over 75 million. The 52-week number of eService transactions was 368,908,718; the 53-week number was 375,703,069.[2]							
1.2b: Expand video service delivery	Not available	Not available	Not available	Implemented MS Teams to 100% of frontline employees	Implement videoconferencing to 100% of SSA and DDS employees	**Not Met** On hold due to software implementation restrictions	Conduct test with DHS to issue non-U.S. Citizen replacement cards	TBD
	FY 2022 Performance							
	Target Not Met: We did not implement the Polycom Real Presence video conferencing software due to delays in the vendor-updated software release which will include producing a customizable agency background setting to protect employee privacy.							

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[2] FY 2022 contained 53 weeks instead of the typical 52-weeks in a Federal fiscal year. We used the 53-week data to determine if we meet our fiscal year performance and budgeted workload measures. We provided 52-week data where applicable.

Strategic Objective 1.3: Build a Customer-Focused Organization

Leads: Deputy Commissioner for Operations, Deputy Commissioner for Hearings Operations, and Deputy Commissioner for Systems

Strategies:

Continue modernizing our information technology

Improve timeliness and eliminate and prevent backlogs

FY 2022 Performance Measure Target and Results (see details)		
1.3a: Provide uninterrupted access to our systems during scheduled times of operations	99.90% availability	🟢 **Met**
1.3c: Improve customer service by reducing the number of actions pending at the processing centers	3.7 million	🔴 **Not Met**

What Did We Accomplish in FY 2022?

We streamlined our operational processes and notices to our customers. Improving our processing center performance is a focus area for improvement.

- Simplified our secure credentials process for *my* Social Security portal access, resulting in increased account registrations.
- Launched the redesigned *Social Security Statement* online via *my* Social Security and by mail.
- Added a supplemental fact sheet to the *Statement* focused on SSI and other means-tested programs for workers with limited earnings.
- Hired ALJs to ensure we have adequate resources to prevent the recurrence of the hearings backlog.
- Enabled direct access to Registered Appointed Representative Services for our hearings staff, reducing the burden on field operations and decreasing case processing delays.
- Targeted high priority workloads in our PCs with focus on processing the oldest pending cases and screening incoming workloads.
- Completed expansion of our Disability Case Processing System; all DDSs now operate on the same national system.
- Expanded the use of video consultative examinations to improve access for individuals applying for disability benefits.
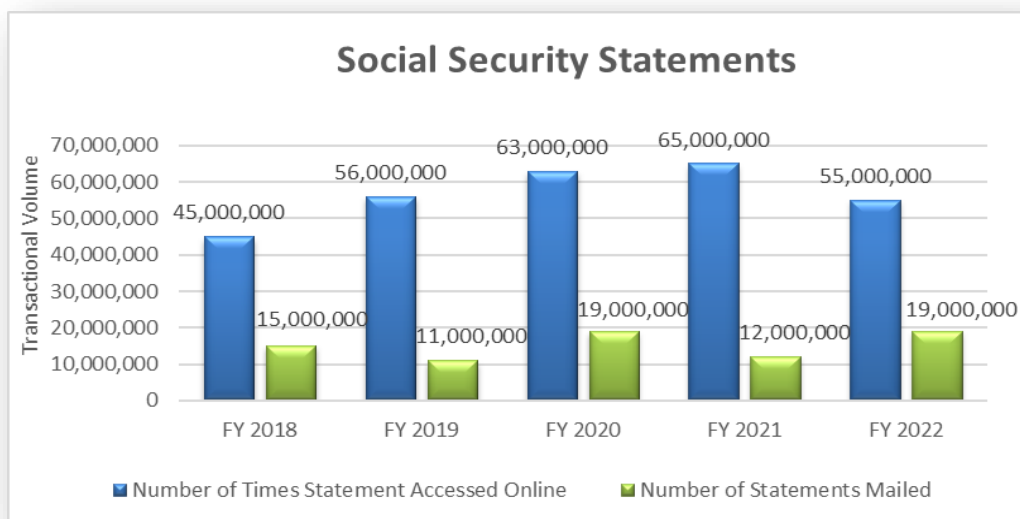
What Do We Plan to Accomplish in FYs 2023 and 2024?

Strategy: Continue modernizing our information technology

We will improve self-service support tools and video options, allowing our customers to choose how and when to conduct business with us. We are committed to modernizing and integrating technology solutions to provide accurate, current, easily accessible information and services for our customers and employees agency-wide.

Continue Information Technology Modernization: We are building on our modernization efforts with a focus on digital modernization. In FYs 2023 and 2024, we plan to expand our online self-service scheduling capabilities, increase the number of forms customers can access and complete online, and simplify our process to apply for SSI benefits. We plan to automate more services on our website, including adding more customer-centric portals, mobile applications, and claim status information. To better support our employees, we also plan to automate and improve efficiency in areas such as workforce analytics, succession planning, and performance management.

Modernize the Social Security Statement: The modernized *Statement* provides users with their earnings records, Social Security and Medicare taxes paid, and future benefit estimates. The *Statement* also includes targeted supplemental fact sheets and contains links to retirement planning tools, calculators, and other applicable information. In FYs 2023 and 2024, we will distribute the new SSI fact sheet and the Spanish *Statement* and fact sheets to a targeted audience. In addition, we plan to solicit additional stakeholder and advocate feedback for the *Statement* and fact sheets.

Social Security Statements

Number of Times Statement Accessed Online: FY 2018 45,000,000; FY 2019 56,000,000; FY 2020 63,000,000; FY 2021 65,000,000; FY 2022 55,000,000

Number of Statements Mailed: FY 2018 15,000,000; FY 2019 11,000,000; FY 2020 19,000,000; FY 2021 12,000,000; FY 2022 19,000,000

(Transactional Volume)

Improve 800 Number Services: Millions of our customers count on our National 800 Number technicians to answer important questions. Some may experience lengthy delays waiting to speak with an agent, particularly during our peak calling periods. We are focused on improving the timeliness of our National 800 Number average speed of answer and reducing agent busy rate, as we transition to a new phone system. Our APG on improving the National 800 Number Service reflects this commitment. We previously planned to implement our new phone system, known as the Next

Generation Telephony Project (NGTP), in FY 2022. However, we experienced unexpected delays while developing the new system to meet the complex needs of our phone operation. Our new implementation timeline is to implement phase one of NGTP in FY 2023, which will allow us to replace our outdated technology and offer a variety of features including estimated wait times and increased call capacity. We will also complete our new agent training rollout and relaunch the customer satisfaction survey. In FY 2024, we plan to increase production among newly hired agents, continue evaluating the stability of NGTP, and explore options for testing new NGTP features.

Strategy: Improve timeliness and eliminate and prevent backlogs

We are committed to addressing our growing backlogs and improving service to the public. We share claimants' frustrations with unacceptable wait times and delays in eliminating backlogs.

Address Initial Disability Decision Wait Times: One of our top priorities is to improve the national average processing time for initial claims and work down older cases, even as our initial disability claims receipts are projected to increase. We are identifying opportunities in policies, workloads, and processes for improving and enabling efficient and effective operations. Our APG on initial disability claims reflects this commitment.

Modernize Disability Case Processing: We are integrating the Disability Case Processing System (DCPS2), Hearings and Appeals Case Processing System, Office of Appellate Operations Case Processing System, and the Quality Review Case Processing System across our offices and DDSs to improve disability case processing throughout our enterprise. We deployed DCPS2 to all DDSs to provide increased efficiencies and improved customer service through business process modernizations in FY 2022. When all features are complete, we will have a national case processing system that will allow seamless interaction from the initial disability claim filing through a final appeal decision. In FYs 2023 and 2024, we will support ongoing operations and continue to develop and modernize new capabilities to reduce dependency on inefficient and outdated software applications.

Reduce the Hearings Backlog: We are eliminating the hearings backlog and reducing the time it takes to receive a hearing decision. As the DDSs process increased volumes of initial claims and reconsiderations, we are preparing for a downstream increase in requests for hearings, requests for Appeals Council review, and civil action court filings. In FYs 2023 and 2024, we will work toward eliminating the backlog and achieving an average processing time of 270 days by the end of FY 2024. We will monitor our incoming workloads and our capacity to complete work, and we will replace our ALJ losses and maintain our support staff levels. These efforts will help us prevent the recurrence of the backlog.
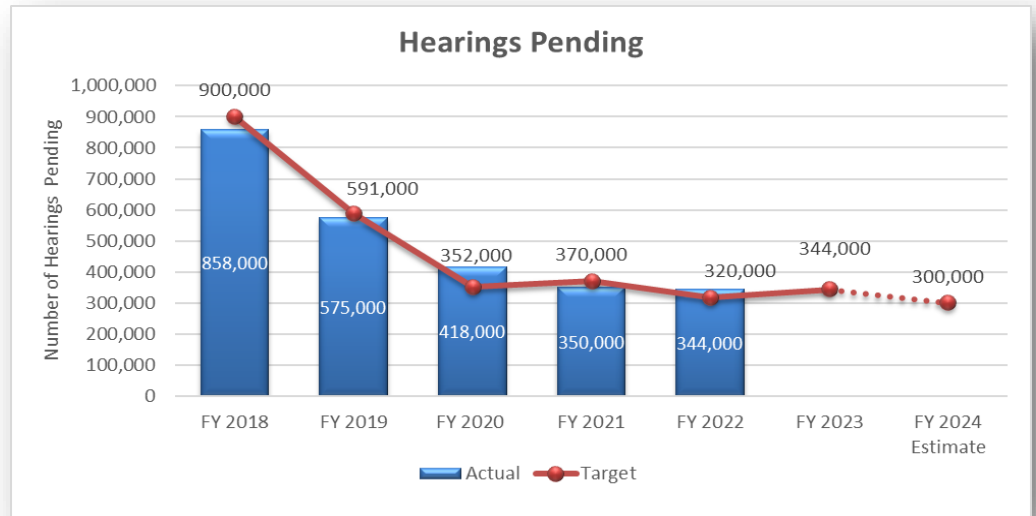
Expand Access to Electronic Medical Evidence: We offer multiple electronic options for medical providers to submit evidence to us via our automated Health IT program, Electronic Records Express web portal, and web services. In FYs 2023 and 2024, we plan to onboard large medical evidence network partners to increase the volume of evidence we receive electronically.

Addressing the Processing Center Backlog: Our PCs are addressing a significant increase in pending actions from FY 2021 to FY 2022, due to a combination of challenges including lower overtime in FY 2022 compared to previous years and higher-than-normal attrition rates. We are working to decrease our PC technicians' processing time for incoming actions, improve payment timeliness, and implement automation to eliminate duplicate work. In FYs 2023 and 2024, we plan to identify and implement workload strategies that will improve processing quality. We will process the oldest pending cases across all workloads. We plan to onboard new hires to increase our capacity to process workloads with large volumes of pending actions.

Long term Goals:

- Improve the customer experience by reducing the Average Speed of Answer on the National 800 Number.
- Improve the customer experience by reducing the average processing time for initial disability claims and by prioritizing those individuals who have waited the longest for initial disability determinations.
- Increase our customers' ability to electronically transact business with the agency to increase equity and accessibility to our services.

We are exploring new options to address our service delivery challenges. We established a special team dedicated to increasing DDS processing capacity and reducing claims backlogs.

Performance Measures

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
1.3a: Provide uninterrupted access to our systems during scheduled times of operations	99.95% availability	99.95% availability	99.84% availability	99.89% availability	99.90% availability	**Met** Provided 99.96% online system availability	99.90% availability	99.90% availability

FY 2022 Performance

Target Met: We exceeded the target and achieved 99.96% Enterprise Availability with extensive integration testing, close coordination of infrastructure changes, and enhanced monitoring activities. Our IT infrastructure successfully supported over 3 billion weekly Mainframe and Cloud transactions while maintaining an enterprise availability of 99.96% for our key systems.

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
1.3b: Modernize evidence acquisition systems to drive increased electronic medical evidence volumes through a multi-channel strategy (NEW)	Acquired 48% of electronic medical evidence	Acquired 51% of electronic medical evidence	Acquired 52% of electronic medical evidence	Acquired 53% of electronic medical evidence	Not applicable	Acquired 55% of electronic medical evidence	Acquire 56% of electronic medical evidence	Acquire 57% of electronic medical evidence
1.3c: Improve customer service by reducing the number of actions pending at the processing centers	3.2 million	4.5 million	3.75 million	3.86 million	3.7 million	**Not Met** 4.2 million	4.7 million	4.9 million

FY 2022 Performance

Target Not Met: We missed the target by just over 500,000 actions. The increase in pending cases was due to a combination of challenges, including an increase in receipts from FY 2021 to FY 2022, lower overtime in FY 2022 compared to previous years, and higher than normal attrition rates. PC Pending was 4,177,629 through week 52 and 4,224,129 through week 53.

Strategic Objective 2.1: Promote Diversity, Equity, Inclusion, and Accessibility in Hiring and Advancement

Leads: Deputy Commissioner for Human Resources and Deputy Commissioner for Civil Rights and Equal Opportunity

Strategies:

Conduct analyses to identify and address systemic barriers present in hiring and advancement

Broaden reach for hiring and promote retention

FY 2022 Performance Measure Target and Results (see details)		
2.1a: Enhance the leadership and executive pipelines through modernized national leadership and executive development programs	Reduce leadership competency gaps of at least 90% of NLDP participants	● **Met**

What Did We Accomplish in FY 2022?

We developed strategies to enhance our selection and retention process.

- Completed workshops to support our employees who are Veterans addressing trauma and Post-Traumatic Stress Disorder; work-life balance services; civilian workforce transitioning; and suicide awareness and understanding.
- Conducted a barrier analysis (Management Directive 715) to determine appropriate steps to ensure compliance with policies, practices, and procedures in a non-discriminatory manner for employees and applicants.
- Developed our *FY 2022 Historically Black Colleges and Universities Strategic Plan* in accordance with the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity Through Historically Black Colleges and Universities.
- Reviewed policies and procedures to identify and create a DEIA strategy addressing potential barriers to full participation and advancement in the workplace.
- Developed a comprehensive plan to analyze and mitigate potential barriers with the application and selection portions of the National Leadership Development Program (NLDP).
- Reduced the previously identified leadership competency gaps for 90 percent of the NLDP participants.

What Do We Plan to Accomplish in FYs 2023 and 2024?

Strategy: Conduct analyses to identify and address any systemic barriers present in hiring and advancement

We will conduct analyses on hiring and employee advancement through our annual Management Directive 715 reporting process. We will implement changes in hiring and career advancement, particularly around training. We will rethink our workplace culture, as necessary, to further these commitments.

Enhance Strategic Workforce Planning (SWP): SWP is a proactive planning approach for the agency's current and future workforce. We will employ SWP initiatives to ensure the effective acquisition, development, and retention of a talented and diverse workforce. In FY 2023, we will use the SWP framework and business process to inform the development and implementation of the FYs 2023–2026 Human Capital Operating Plan (HCOP). In FY 2024, we will assess the SWP framework for expanded implementation at the component level and support further development and implementation of innovative human capital efforts within the HCOP. We will also develop a comprehensive strategy to identify and reduce staffing and skill gaps within mission critical and leadership positions.

Promote Diversity, Equity, Inclusion, and Accessibility:
Our goal is to improve policies and practices to ensure a representative workforce and maintain compliance with the *Architectural Barriers Act,* Accessibility Standards. In FY 2023, we will continue implementing DEIA strategies, policies, practices, and processes, including releasing the Civil Rights and Diversity Empowerment Portal, which will serve as a consolidated training site for our employees. We will provide access to a library of equal employment opportunity training that will be accessible to all agency employees. In FY 2024, we will continue to identify and eliminate barriers in hiring and advancement.

Strategy: Broaden reach for hiring and promote retention

Increasing workplace flexibility allows us to broaden our geographic reach for hiring and retention in a way that complements our efforts to promote diversity and equity in hiring and advancement.

Expand Recruitment Efforts: We will expand manager recruitment capabilities, increase internship opportunities, and utilize current Office of Personnel Management (OPM) special hiring authorities (e.g., Schedule A, Pathways, Military Spouse, etc.). In FYs 2023 and 2024, we plan to recruit and hire

from all sources, including directly offering candidates appointments; add language to the Careers at SSA [webpage](#) about available special hiring authorities; and add inclusive language in our job announcements in support of our DEIA Strategic Plan. We plan to implement a centralized internship program; leverage partnerships with over 400 universities and institutions that specifically work with underserved communities; provide guidance and program oversight for veteran hiring, training, and retention activities; and participate in Operation War Fighter and other Non-Paid Work Experience internship programs. We will utilize special hiring authorities, including direct hiring authority for approved mission-critical positions as we look to fill critical vacancies.

Foster Employee Retention: Our goal is to identify innovative strategies to engage our employees and foster retention. In FYs 2023 and 2024, we will use a variety of human capital strategies to improve retention among current employees and new hires, including exploring and marketing new and existing workplace flexibilities that support employees throughout their careers. We also continue to evaluate remote work policies and adapting our recruitment strategies to attract top talent from anywhere in the country.

Execute Talent Management and Succession Planning: We are developing an efficient and effective automated succession planning tool (*wePrepare*) to collect, report, and share workforce succession planning data agency-wide. We are testing *wePrepare* in preparation for our phased national roll out. In FY 2023, we will begin the development assignments and executive-level training for our Senior Executive Service (SES) Candidate Development Program (CDP) cohort. In FY 2024, we will provide guidance and support for SES CDP graduates as they begin the process to obtain Office of Personnel Management (OPM) certification.

Long term Goal:

- Increase workforce diversity through improved recruitment, hiring, and retention.

We are working towards our long-term goal of ensuring we attract and retain a talented and diverse workforce by training managers, administrative staff, and HR specialists on recruitment strategies, merit promotion, hiring authorities, and workplace flexibilities.

Performance Measures:

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
2.1a: Enhance the leadership and executive pipelines through modernized national leadership and executive development programs	99% Executive readiness reviewed	NLDP Launch Complete	NLDP Competencies Identified	NLDP Assignments Initiated	Reduce leadership competency gaps of at least 90% of NLDP participants	**Met** 90% of NLDP participants reduced competency gaps	Implement 50% of NLDP improve-ments based on program evaluation feedback	Attain a 90% OPM certification rate for eligible SES CDP participants
	FY 2022 Performance							
	Target Met: We met our target and reduced competency gaps of at least 90 percent of the NLDP participants, based on data analysis of pre-360 and post-360 assessment reports.							
2.1b Increase the use of workforce data analyses to support executive workforce and succession planning and data-driven decision making (NEW)	Not available	Not available	Not available	Not available	Not applicable	Not available	Release four new workforce planning and analysis resources	Release four new workforce planning and analysis resources

Strategic Objective 2.2: Support Employees' Chosen Career Paths

Lead: Deputy Commissioner for Human Resources

Strategies:

Invest in our employees

Ensure inclusive leadership development

FY 2022 Performance Measure Target and Results (see details)		
2.2b: Ensure new supervisors receive timely training to improve their leadership skills and competencies	At least 95% of new supervisors complete training within one year of the effective date of their supervisory appointment	**Not Met**
2.2c: Strengthen manager accountability for effective performance management	95% of Initial Discussions, Performance Discussions, and Appraisal performance documents tracked electronically through our e7B application	**Met**

What Did We Accomplish in FY 2022?

We focused on improving employee engagement and leadership development.

- Implemented mandatory DEIA training for all agency executives, managers, and supervisors.
- Implemented agency and component-level Improving Workplace Morale (IWM) plans to strengthen employee engagement, morale, and retention.
- Tested and evaluated the configured Succession Planning module (*wePrepare*) within the Office of Human Resources to prepare for phased national roll-out.
- Updated SSA Employee Engagement training videos and Employee Engagement Suite website (*weLearn*) with leadership resources.
- Launched the first-year curriculum of Leadership Fundamentals for managers and developed training for the second year.
- Analyzed applicant data for a diverse applicant pool of talented individuals for the SES CDP.
- Selected a diverse class for the SES CDP to ensure a succession pipeline for critical SES positions.
- Collaborated with the National Advisory Councils to present SES-CDP Readiness Seminar Series for employees interested in acquiring an SES-CDP position for more than 700 employee participants.

What Do We Plan to Accomplish in FYs 2023 and 2024?

Strategy: Invest in our employees

We will modernize our talent management systems to support interactive and job-specific activities across the employee lifecycle, further supporting management accountability for improved employee performance and engagement.

Improve Employee Engagement: We employ tools that support executive and management development. This includes, attrition and retention statistics, employee feedback surveys, and targeted IWM plans. In FYs 2023 and 2024, we will broaden communication through supervisor town hall meetings with the Acting Commissioner to solicit thoughts and recommendations on new ideas to foster and improve engagement across the agency. We will share agency-wide best practices, tools, and strategies to address employee career path resources, development opportunities, and workplace flexibilities. We will update our employee performance plan expectations to facilitate supervisor and employee engagement. Visit the Office of Personnel Management [Federal Employee Viewpoint Survey](#) (FEVS) page for more information.

Employee Engagement Index

FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
73	72	75	76	75

FEVS Supervisor Subindex
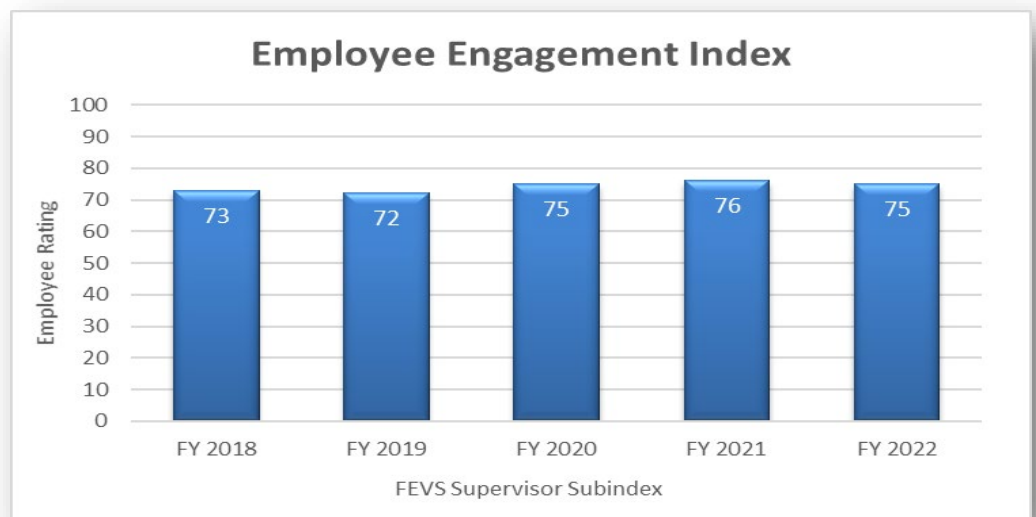
Strengthen the Performance Management Process: Through the Reaching Every Supervisor or Leader Very Early (RESOLVE) program, consisting of managers and employee relations specialists, we are equipping managers to address potential and current performance and conduct matters. In FYs 2023 and 2024, we aim to improve RESOLVE participants' scores from pre-assessment to post-assessment and achieve an average score of 85 percent on post-assessment. Additionally, we will update our performance management application (*e7B*) to keep pace with changes to agency system and security policies, provide a more intuitive user experience for supervisors and employees, and improve supervisor's compliance with performance timelines.

Strategy: Ensure inclusive leadership development

We will invest in our future leaders by developing job-enrichment opportunities to facilitate the transfer of job knowledge from employees eligible for retirement to retained employees.

Invest in Training and Support for Managers: We developed Leadership Fundamentals, a multi-year online and self-paced curriculum that provides sequential training for managers within the first three years of their supervisory roles. The curriculum covers personnel management, labor and employee relations, managing a diverse workplace, managing performance, and health and safety training. In FY 2023, we will launch the second year of Leadership Fundamentals and develop continuing education resources to maintain skills for managers as they continue in their positions. In FY 2024, we will release the Leadership Fundamentals continuing education resources for managers.

Ensure Equity in Leadership Development: We continually strive to expand and diversify applicant pools through targeted recruitment of underrepresented groups. In FYs 2023 and 2024, we will conduct a comprehensive analysis of our NLDP application process to identify any barriers for underrepresented groups and areas for improvement to ensure equity in leadership development. We will announce a re-engineered NLDP for agency-wide employees and partner with agency Advisory Councils to provide SES-CDP information to underrepresented groups.

Long term Goals:

- Increase employee engagement and empowerment as measured in the Federal Employee Viewpoint Survey.
- Expand and maximize leadership development opportunities to promote employee retention and strengthen succession planning.

We are making progress toward our long-term goals by supporting our employees with our employee engagement and leadership training plans.

Performance Measures:

Fiscal Year Performance	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target	2022 Actual	2023 Target	2024 Target
2.2a: Improve employee engagement (NEW)	Achieved a score of 73 on the Employee Engagement Index (Supervisor subindex)	Achieved a score of 72 on the Employee Engagement Index (Supervisor subindex)	Achieved a score of 75 on the Employee Engagement Index (Supervisor subindex)	Achieved a score of 76 on the Employee Engagement Index (Supervisor subindex)	Not applicable	Achieved a score of 75 on the Employee Engagement Index (Supervisor subindex)	Achieve a score of 77 on the Employee Engagement Index (Supervisor subindex)	Achieve a score of 78 on the Employee Engagement Index (Supervisor subindex)
2.2b: Ensure new supervisors receive timely training to improve their leadership skills and competencies	Not available	84% of supervisors enrolled within 90 days.	100% of supervisors enrolled within 90 days and 98% completed training within one year.	100% of supervisors enrolled within 90 days and 54% completed training within one year.	At least 95% of new supervisors complete training within one year of the effective date of their supervisory appointment	**Not Met** 82.4% of supervisors completed training	At least 95% of new supervisors complete training within one year of the effective date of their supervisory appointment	At least 95% of new supervisors complete training within one year of the effective date of their supervisory appointment

FY 2022 Performance

Target Not Met: We did not meet our target. Although 100% of supervisors enrolled, only 82.4% of supervisors completed training. Training courses were only available for part of the year as we had to update the content. We resolved the course availability issues after the start of FY 2022 and expect a higher completion rate in FY 2023.

Fiscal Year Performance	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target	2022 Actual	2023 Target	2024 Target
2.2c: Strengthen manager accountability for effective performance management	Not available	Tracked 94% of performance documents through e7B	Tracked 96.5% of Employee acknowledgements through e7B	Tracked 98% of Employee acknowledgements through e7B	Track 95% of performance documents through e7B	**Met** Tracked 96.3%	Track 96% of performance documents through e7B	Track 97% of performance documents through e7B

FY 2022 Performance

Target Met: We exceeded our target by tracking 96.3% of our performance documents in e7B. Tracking in e7B ensures that employees receive performance expectations and feedback for each stage of the performance management cycle and that supervisors are communicating with employees as expected.

Strategic Objective 3.1: Improve the Accuracy and Administration of Our Programs

Leads: Deputy Commissioner for Analytics, Review, and Oversight and Deputy Commissioner for Systems

Strategies:

Support our cost-effective program integrity work to safeguard benefit programs to better serve our recipients

Enhance our payment accuracy efforts, including overpayments and underpayments

Expand the use of data analytics and predictive modeling

Strengthen our cybersecurity program

What Did We Accomplish in FY 2022?

Improving our payment accuracy and program integrity is a focus area for improvement.

- Released an educational message on SSI reporting requirements via our field office televisions and our social media accounts.
- Released a new version of our mobile wage reporting application that allows users to upload pay stub information.
- Enhanced the accuracy of online wage reports by providing additional real time error information to the submitter prior to accepting the file.
- Consolidated wages and other claimant data from multiple agency sources to improve our CDR processing.
- Launched the Remittance ID Query Lookup tool enabling employees to retrieve customer information necessary to generate coupons and complete remittances.
- Initiated a fraud risk profile and completed several fraud risk assessments to ensure the integrity of our programs.
- Enhanced our privacy risk management process to align with updated guidance from the National Institutes of Standards and Technology.

FY 2022 Performance Measure Target and Results (see details)		
3.1a: Improve the integrity of the Supplemental Security Income Program by focusing our efforts on reducing overpayments	94.00% (O/P)	Results available summer 2023
3.1b: Maintain a high payment accuracy rate by reducing overpayments, in the Old-Age, Survivors, and Disability Insurance Program	99.80% (O/P)	Results available summer 2023
3.1c: Modernize our Debt Management System	Deploy automated remittance processing capabilities	● Met
3.1d: Ensure the quality of our decisions by achieving the State disability determination services decisional accuracy rate for initial disability decisions	97% decisional accuracy	● Met

FY 2022 Performance Measure Target and Results		
3.1e: Maintain effective cybersecurity and privacy programs	Achieve an overall score of "managing risk" on the Federal Cybersecurity Risk Management Assessment	Not Available

What Do We Plan to Accomplish in FYs 2023 and 2024?

Strategy: Support our cost-effective program integrity work to safeguard benefit programs to better serve our recipients

Dedicated program integrity funding helps ensure individuals receive the benefits to which they are entitled and helps safeguard the integrity of benefit programs by confirming eligibility, improving payment accuracy for overpayments and underpayments, and preventing fraud. In addition, program integrity funding allows us to conduct SSI redeterminations, conduct the anti-fraud cooperative disability investigations program, and support special attorneys for fraud prosecutions. We will continue these efforts to ensure public confidence in our programs and operations and to ensure we are providing beneficiaries the correct benefits to which they are entitled.

Modernize our Debt Management: We implemented online debt management processing to provide beneficiaries with options for repaying debts and enable us to more effectively and efficiently post, track, collect, and report on overpayments. In FY 2023, we plan to expand and streamline our automated remittance processing capabilities. In FY 2024, we plan to convert our legacy data and connect to the agency's master records as part of our transition to the modernized debt management system.

Strategy: Enhance our payment accuracy efforts, including overpayments and underpayments

We are committed to mitigating and preventing improper payments by leveraging audit recommendations, implementing automation and business process improvements, and enhancing data analytics. Our payment accuracy rates are high. We remain committed to continually improving the administration of our programs and identifying and addressing potential inequities. For more information, please refer to our *Agency Financial Report* and paymentaccuracy.gov.

Promote Timely Wage Reporting: We modernized our mobile wage reporting app to make it easier for SSI recipients to report wages from mobile devices. As mobile wage reporting usage increases, we expect wage reporting related field office traffic and National 800 Number calls to decline. We introduced Optical Character Recognition functionality for scanning and uploading photographed documents. In FYs 2023 and 2024, we will enhance automation of wages received from payroll data providers and Payroll Information Exchange, refining the use of third-party data and reducing manual workloads. We plan to explore additional mobile wage reporting enhancements.

Ensure Timely and Accurate Payments to Claimants and their Appointed Representatives:
When fee agreements are in place between claimants and their representatives, both parties expect timely and accurate payments following a favorable decision. In FY 2023, we implemented a new performance measure indicator, as reported below, to focus on releasing representative fees approved via the fee agreement process on average within 60 days of receipt. In FYs 2023 and FY 2024, we will continue to prioritize representative fee actions and issue claimant benefits in our PCs.

Strategy: Expand the use of data analytics and predictive modeling

We will enhance our enterprise fraud risk management program by conducting additional risk assessment.

Enhance Fraud Prevention and Detection Activities: We are improving our use of data analytics and predictive modeling to better identify evolving patterns of suspicious activities in our workloads, allowing us to detect and prevent fraud before issuing payments. In FY 2023, we plan to initiate a re-assessment of fraud risk in the disability program and complete the enumeration and debt management fraud risk assessments and Title II fraud risk profile. We plan to modernize our anti-fraud systems by migrating our i*Claim* fraud detection analytics to our Anti-Fraud Product Line (AFPL). In FY 2024, we plan to complete the disability program fraud risk re-assessment, and the enumeration and debt management fraud risk profiles. We also plan to migrate our remaining *eServices* analytics to the AFPL.
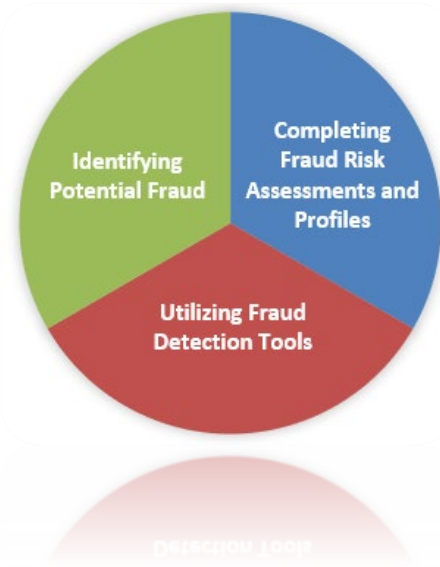
Strategy: Strengthen our cybersecurity program

We will strengthen the resilience of our cybersecurity program, which is critical to protecting the personally identifiable information we store and enabling uninterrupted availability of our network.

Strengthen Our Information Security Program and Privacy Programs and Modernize Our Cybersecurity and Privacy-enhanced Risk Management Infrastructure: We enhanced our security controls to address the risks inherent in our legacy applications, ensuring continuous monitoring, a comprehensive integrity review process, and employee access to only the resources that are appropriate for their job function. In FYs 2023 and 2024, we will update privacy protection and compliance training for employees based on their role within the agency. We will expand our privacy risk assessments to include planning, reviewing, and approving privacy protections for new and existing agency programs, systems, and applications. We will expand our existing cybersecurity capabilities in Zero Trust Architecture, Identity, Credentialing and Access Management, and Enterprise Logging in to support EO 14028, *Improving the Nation's Cybersecurity*.

Long term Goal:

- Improve the integrity of the Supplemental Security Income program by reducing overpayments and underpayments to ensure eligible individuals receive the benefits to which they are entitled.

We are working toward our long-term goal by updating our policies, guidance, and procedures to improve payment accuracy.

Performance Measures:

Fiscal Year Performance	2018 Results	2019 Results	2020 Results[3]	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
3.1a: Improve the integrity of the Supplemental Security Income Program by focusing our efforts on reducing overpayments	91.77% (O/P)	91.87% (O/P)	91.24% (O/P)	92.83% (O/P)	94.00% (O/P)	TBD	94.00% (O/P)	94.00% (O/P)
	FY 2022 Performance							
	FY 2022 results will be available in summer of 2023.							
3.1b: Maintain a high payment accuracy rate by reducing overpayments, in the Old-Age, Survivors, and Disability Insurance Program	99.77% (O/P)	99.80% (O/P)	99.83% (O/P)	99.83% (O/P)	99.80% (O/P)	TBD	99.80% (O/P)	99.80% (O/P)
	FY 2022 Performance							
	FY 2022 results will be available in summer of 2023.							

[3] We identified and resolved a minor issue in the Stewardship OP error dollar tabulation which changed the FY 2020 results, previously reported as 91.25%. Please go to paymentaccuracy.gov for additional information.

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
3.1c: Modernize our Debt Management System	Not available	Developed the initial release of an online remittance application, which provides individuals with the ability to access a payment portal and make payments via the Department of the Treasury's Pay.gov website	We delayed the implementation of the online remittance (iPaySSA) application while we reassessed potential risks	New online payment process successfully deployed	Deploy automated remittance processing capabilities	**Met** Expanded the Social Security Electronic Remittance System	Expand our automated remittance processing capabilities	Convert legacy data and connect to master records as part of our transition to the modern-ized debt manage-ment system

FY 2022 Performance

Target Met: We met our target by expanding the Social Security Electronic Remittance System's remittance processing capabilities and implemented an automated remittance query tool for our technicians.

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
3.1d: Ensure the quality of our decisions by achieving the State disability determination services decisional accuracy rate for initial disability decisions	98% net accuracy	97% decisional accuracy	96% decisional accuracy	97% decisional accuracy	97% decisional accuracy	**Met** 97% decisional accuracy	97% decisional accuracy	97% decisional accuracy

FY 2022 Performance

Target Met: We met our target by achieving a 97.1 percent DDS decisional accuracy for initial disability decisions.

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
3.1e: Maintain effective cybersecurity and privacy programs	Managing Risk score achieved	Managing Risk score achieved	Managing Risk score achieved	Managing Risk score achieved	Achieve an overall score of "managing risk"	Results not available	Achieve 81% on the CIO FISMA Metrics Scorecard	Achieve 90% on the CIO FISMA Metrics Scorecard

FY 2022 Performance

We are not able to measure our FY 2022 progress against the target set forth here as the external data source we leveraged to evaluate our performance has been discontinued by DHS (Federal Cyber-security Risk Management Assessment).

The FY 2023 and 2024 performance measure targets reflect the CIO Scorecard Metrics and Weights from our CyberScope security performance data submitted to OMB in accordance with the *Federal Information Security Modernization Act of 2014* (FISMA).

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
3.1f: Ensure Timely and Accurate Payments to Appointed Representatives (NEW)	Achieved an average processing time of 50 days	Achieved an average processing time of 55.2 days	Achieved an average processing time of 65.9 days	Achieved an average processing time of 60.6 days	Not applicable	Achieved an average processing time of 71.5 days	Achieve an average processing time of 60 days	Achieve an average processing time of 60 days

Strategic Objective 3.2: Identify and Eliminate Potential Barriers to Access Contracts and Grants

Lead: Deputy Commissioner for Budget, Finance, and Management

Strategies:

Identify and work to address potential barriers and bolster open competition in the acquisition and grants process

Disseminate acquisition and grant proposal requests widely to ensure responses from a broad range of organizations

FY 2022 Performance Measure Target and Results (see details)		
3.2a: Small Business Administration annual scorecard success in contracting with HUBZone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses	Achieve an overall grade of "A" on the SBA scorecard	Results available spring 2023

What Did We Accomplish in FY 2022?

We focused on eliminating potential barriers to grant opportunities for HBCUs and ISSCs.

- Funded 11 Retirement and Disability Research Consortium (RDRC) projects that involved scholars from HBCUs and ISSCs.
- Partnered with RDRC centers to offer research training programs to graduate and undergraduate ISSC students.
- Provided advanced notice of the upcoming Request for Application for the Interventional Cooperative Agreement Program (ICAP); and the Analyzing Relationships between Disability, Retirement, and Work (ARDRAW).
- Conducted an ICAP webinar to provide application and eligibility information and priority research topics. Posted the Request for Application for ICAP and webinar information on our website.
- Developed "Equity Based Guidelines to Increase Access to and Encourage Participation in Grant Opportunities by Historically Black Colleges and Universities and Minority Serving Institutions".
- Presented SSA research opportunities at the 2022 HBCU National Conference Week for Advancing Educational Equity, Excellence and Economic Opportunity.
- Participated in cross-agency workgroups to collaborate and share best practices on increasing racial equity in the grant process.

What Do We Plan to Accomplish in FYs 2023 and 2024?

Strategy: Identify and work to address potential barriers and bolster open competition in the acquisition and grants process

We are devising best practices to encourage participation by HBCUs and ISSCs, including direct communications with professional associations. We will develop best practices for Federal contracts to share with qualified HUBZone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses.

Advance Equity in Procurement and Grantmaking: Our goal is to ensure equitable access to contracting and grant opportunities for underrepresented groups and research institutions serving people of color. We will evaluate and improve our outreach and engagement efforts in furtherance of that goal. We will encourage RDRC centers to identify HUBZone, Woman-Owned, Veteran-Owned and Small Disadvantaged Businesses and expand their researcher networks to include more scholars from HBCUs and ISSCs. Additionally, we will develop best practices to secure contracts with qualified HUBZone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses. We will meet with bidders and recipients of our contracts for HUBZone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses to learn about their experiences with our procurement process, barriers they encountered, and recommended solutions to eliminate these barriers.

In FYs 2023 and 2024, we will provide HBCUs and ISSCs with the information needed to apply for the re-competition of the 5-year cooperative agreement with us as an RDRC research center. We will encourage HBCUs and ISSCs to apply for ARDRAW and ICAPs.
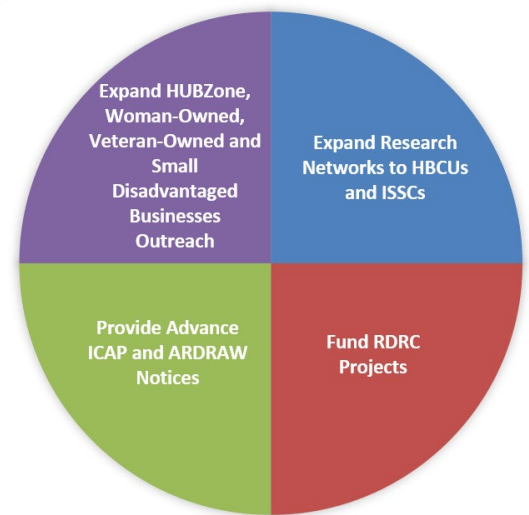
Strategy: Disseminate acquisition and grant proposal requests widely to ensure responses from a broad range of organizations

We will meet with HBCUs and ISSCs to hear feedback about our grantmaking process and potential barriers. We will meet with bidders and recipients of our contracts for HUBZone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses to learn about their experiences with our procurement process, barriers they encountered, and recommended solutions to eliminate these barriers.

Advance Equity in Procurement: Our Office of Small and Disadvantaged Business Utilization (OSDBU) conducts monthly outreach meetings with our vendor community to engage with them and discuss upcoming contracting opportunities and help small businesses identify subcontracting opportunities. In October 2022, we held an Industry Day with over 300 registered small business contractors to present upcoming IT modernization initiatives and associated upcoming contracting opportunities. We will provide detailed event information on our OSDBU webpage. In FY 2024, we will focus on outreach to increase awards and subawards and identify and present additional avenues for outreach and grant opportunities.

Long term Goal:

- Improve access to contracting and grant opportunities for underrepresented groups and research institutions serving people of color.

We are making progress toward our long-term goal through our efforts to identify potential barriers and taking steps to address them.

Performance Measures:

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
3.2a: Small Business Administration annual scorecard success in contracting with HUBZone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses	Achieved an overall grade of "A" on the SBA scorecard	Achieved an overall grade of "A" on the SBA scorecard	Achieved an overall grade of "A" on the SBA scorecard	Achieved an overall grade of "A" on the SBA scorecard	Achieve an overall grade of "A" on the SBA scorecard	TBD	Achieve an overall grade of "A" on the SBA scorecard	Achieve an overall grade of "A" on the SBA scorecard
	FY 2022 Performance							
	FY 2022 results will be available in spring 2023.							
3.2b: Increase funding for HBCUs and ISSCs (NEW)	$176,196	$62,686	$550,577	$608,896	Not applicable	TBD	50% above the 4- year average[4]	100% above the 4- year average

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[4] The "4-year average" benchmark period is 2018 to 2021, based on initial Retirement and Disability Research Consortium outreach to HBCUs and ISSCs.

Strategic Objective 3.3: Improve Organizational Performance and Policy Implementation

Leads: Deputy Commissioner for Retirement and Disability Policy and Deputy Commissioner for Budget, Finance, and Management

Strategies:

Simplify our policies and modernize our processes

Strengthen program and resource management

Expand strategic partnerships with external partners

FY 2022 Performance Measure Target and Results (see details)		
3.3a: Reduce our Real Property Footprint	Achieve a 39,000 USF reduction	● Met

What Did We Accomplish in FY 2022?

We simplified our processes and partnered with other Federal agencies to share data.

- Collaborated with external partners to gain insights into their proven best practices to address organizational and human capital enhancements.
- Participated in the SWP Federal Community of Practice and collaborated with SWP experts in the Federal government and the private sector to expand our SWP reach and explore best practices.
- Expanded our system capabilities to electronically process initial and reconsideration Expedited Reinstatements.
- Started the process for providing State death data to the Department of the Treasury for the Do Not Pay system per the requirements of the *Consolidated Appropriations Act (CAA),* 2021.
- Implemented sending the Internal Revenue Service data with the SSI Indicator information per Section 283 of the *CAA, 2021* for their Private Debt Collection exclusion purposes.
- Completed the modification of the Department of Labor (DOL) Interstate Connection Network agreement to obtain unemployment insurance and wage data.
- Reduced our real estate footprint and returned 43,600 usable square footage (USF) to the General Services Administration through our relocation and consolidation projects.

What Do We Plan to Accomplish in FYs 2023 and 2024?

Strategy: Simplify our policies and modernize our processes

We will remove or update provisions and regularly engage internal and external stakeholders to evaluate and update policies.
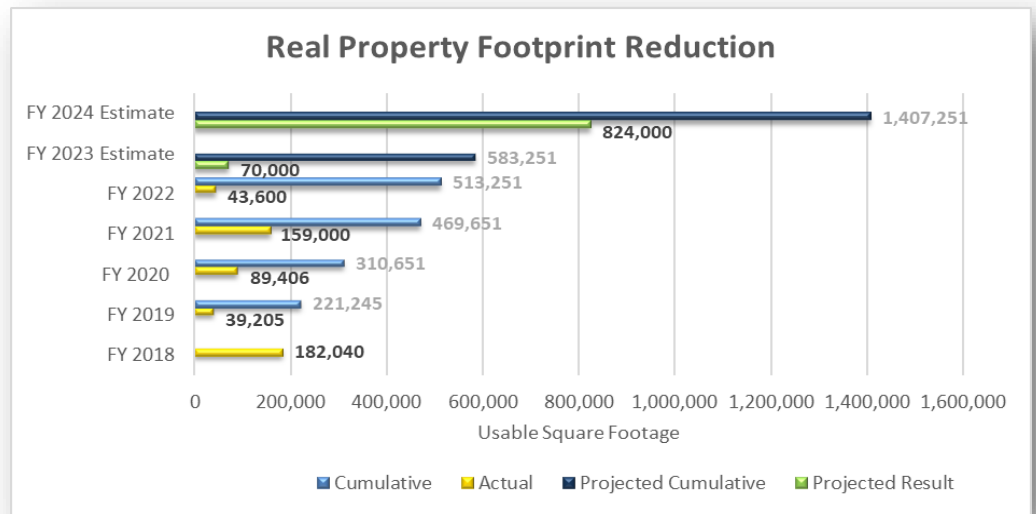
Update the Listing of Impairments: The Listing of Impairments describes disabling impairments for each of the major body systems. We review these listings on a three-to-five-year cycle and update as necessary to reflect advances in medical knowledge, emerging research, and stakeholder input. In FY 2023, we plan to draft a final rule to update the listings for the cardiovascular disorders body system and finalize and implement the final rule to update the listings for digestive disorders and skin disorders. In FY 2024, we plan to finalize and implement the final rule updating the listings for cardiovascular disorders.

Strategy: Strengthen program and resource management

We will reassess the long-term future of agency facilities and our real property portfolio, while fulfilling workspace needs, optimizing space utilization, and achieving cost savings to meet the requirements in the Office of Management and Budget (OMB) Memorandum M-22-14, *FY 2024 Agency-wide Capital Planning to Support the Future of Work*.

Reduce Our Real Property Footprint: We are reducing our real property footprint as we renovate existing buildings and renew lease agreements. We continue to evaluate our real property requirements as we consider the future of work.

Real Property Footprint Reduction

Fiscal Year	Actual	Cumulative	Projected Cumulative	Projected Result
FY 2024 Estimate			1,407,251	824,000
FY 2023 Estimate	70,000		583,251	513,251
FY 2022	43,600	513,251		
FY 2021	159,000	469,651		
FY 2020	89,406	310,651		
FY 2019	39,205	221,245		
FY 2018	182,040			

Usable Square Footage (x-axis: 0 to 1,600,000)

Legend: Cumulative, Actual, Projected Cumulative, Projected Result

Strategy: Expand strategic partnerships with external partners

We will partner with other Federal agencies to increase the accuracy of our records, improve the customer experience, and increase organizational effectiveness.

Develop an Occupational Information System: We work with DOL's Bureau of Labor Statistics (BLS) to develop the Occupational Requirements Survey (ORS), which collects occupational information. After an initial three years of data collection (Wave 1), BLS began collecting occupational data on a five-year cycle. In FY 2023, BLS will collect data for the fifth and final year of Wave 2, publish estimates from the first four years, and begin data collection work for Wave 3. In FY 2024, BLS plans to finish data collection for the first year of Wave 3 and publish final Wave 2 estimates.

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. In FY 2023, we will continue the agreement process for providing State death data to the Department of the Treasury for the Do Not Pay system in support of *CAA,* 2021. In FYs 2023 and 2024, we will expand our external partnerships by conducting regular meetings with the Data Exchange Community of Practice, the State Data Exchange Community of Excellence, and private sector partners. We plan to expand our partnerships with other Federal agencies regarding human capital and organizational priorities.

Long term Goals:

- Improve customer experience and equity in our disability programs by continuously updating our medical criteria to reflect advances in medical knowledge.
- Increase our data exchange partners by expanding outreach efforts with the data exchange community of practice and the States' data exchange community of interest.

We are making progress toward our long-term goals through our efforts to update our policies and streamline the processes we use to serve our customers.

Performance Measures:

Fiscal Year Performance	2018 Results	2019 Results	2020 Results	2021 Results	2022 Target	2022 Results	2023 Target	2024 Target
3.3a: Reduce our Real Property Footprint	Achieved a 182,040 USF reduction	Achieved a 39,205 USF reduction	Achieved a 89,406 USF reduction	Achieved a 159,000 USF reduction	Achieve a 39,000 USF reduction	**Met** 43,600 USF reduction	Achieve a 70,000 USF reduction	Achieve a 824,000 USF reduction
	FY 2022 Performance							
	Target Met: We exceeded our target and reduced our real estate footprint by 43,600 USF. We achieved this reduction through relocation and consolidation projects in Towson MD, Seattle WA, Detroit MI, and Denver CO, which enabled us to return space to the General Services Administration. We continue to reduce our real property footprint and assess our future physical space requirements to deliver equitable and accessible service.							

Budgeted Workload Measures

Workload Measures	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Results[5]		FY 2023 Enacted	FY 2024 Request
					52-Week	53-Week		
Retirement and Survivor Claims (includes Medicare)								
Retirement and Survivor Claims Completed	5,862,065	6,020,702	6,120,255	6,081,969	6,474,321	6,592,620	6,524,000	6,561,000
Disability Claims								
Initial Disability Claims Receipts	2,353,970	2,345,615	2,212,858	2,009,254	2,095,976	2,141,612	2,202,000	2,236,000
Initial Disability Claims Completed	2,306,570	2,310,057	2,037,356	2,011,298	1,842,588	1,882,540	1,972,000	2,402,000
Initial Disability Claims Pending	565,013	593,944	763,747	739,745	937,260	940,886	1,163,000	996,000
Average Processing Time for Initial Disability Claims (days)	111 days	120 days	131 days	165 days	184 days	184 days	220 days	195 days
Disability Reconsiderations								
Disability Reconsiderations Receipts	552,755	566,462	567,800	571,291	532,107	542,376	544,000	709,000
Disability Reconsiderations Completed	541,806	544,148	552,601	515,698	472,931	483,217	518,000	736,000
Disability Reconsiderations Pending	115,028	133,503	143,781	192,892	234,125	233,919	259,000	232,000

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[5] FY 2022 contained 53 weeks instead of the typical 52-week Federal fiscal year. For comparison purposes, we publish cumulative data through both weeks 52 and 53 (except where not applicable). However, we use the 53-week data to determine if we meet our fiscal year budgeted workload and performance goals.

Workload Measures	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Results		FY 2023 Enacted	FY 2024 Request
					52-Week	53-Week		
Average Processing Time for Disability Reconsiderations (days)	103 days	109 days	122 days	147 days	183 days	183 days	224 days	193 days
Hearings								
Hearings Receipts	567,911	510,901	428,810	382,870	349,329	356,666	364,000	434,000
Hearings Completed	765,554	793,863	585,918	451,046	352,899	362,864	364,000	478,000
Hearings Pending	858,383	575,421	418,313	350,137	346,567	343,939	344,000	300,000
Annual Average Processing Time for Hearings Decisions (days)[6]	595 days	506 days	386 days	326 days	333 days	337 days	475 days	320 days
National 800 Number[7]								
National 800 Number Calls Handled[8]	31,910,965	33,496,515	34,480,132	31,246,009	Not Applicable	26,995,189	29,000,000	32,000,000
Average Speed of Answer (ASA) (minutes)	24 minutes	20 minutes	16 minutes	14 minutes	Not Applicable	33 minutes	35 minutes	20 minutes
Agent Busy Rate (percent)	14.7%	14.1%	7.4%	0.2%	Not Applicable	6.0%	15%	3%

[6] Average processing time for hearings is an annual figure. In FY 2023, we plan to continue in-person hearings and prioritize individuals who have waited the longest for a hearing. As we work through those oldest cases, we anticipate a temporary increase in the average processing time. Projections for the end of year monthly (September) processing time for hearings is 390 days for FY 2023 and 270 days for FY 2024.

[7] FY 2024 National 800 Number performance estimates assume successful implementation of NGTP in summer 2023 and Call Back Assist in mid-FY 2024.

[8] FY 2023 and FY 2024 estimates include National 800 Number Calls Handled by automation, but the FY 2022 actual figure does not because of technical issues. In FY 2023 and FY 2024, we project about 3.5 million automated calls handled in each year.

Workload Measures	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2022 Results		FY 2023 Enacted	FY 2024 Request
					52-Week	53-Week		
Program Integrity								
Periodic Continuing Disability Reviews (CDR) Completed	2,286,326	1,939,167	1,492,926	1,615,561	Not Applicable	1,506,195	1,650,000	1,675,000
Full Medical CDRs Completed (included above)	896,508	713,156	463,264	510,510	Not Applicable	590,206	550,000	575,000
SSI Non-Medical Redeterminations Completed	2,913,443	2,666,287	2,153,109	2,367,391	2,194,829	2,202,803	2,517,000	2,540,000
Selected Other Agency Workload Measures								
Social Security Numbers Completed	17,082,844	17,646,561	12,906,716	11,576,821	15,772,918	16,118,113	18,000,000	18,000,000
Annual Earnings Items Completed	284,306,239	288,089,658	288,748,604	277,359,601	293,509,491	293,568,628	299,000,000	301,000,000
Social Security Statements Issued[9]	14,971,689	11,347,689	19,285,438	11,977,451	15,772,918	16,118,113	15,000,000	15,000,000
Selected Production Workload Measures								
Disability Determination Services Production per Workyear	310	303	255	239	230	230	241	273
Office of Hearings Operations Production per Workyear	98	111	93	78	Not Applicable	64	68	86

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[9] The Social Security Statements Issued measure includes paper statements only. It does not include electronic statements issued. In FY 2022, *my* Social Security users accessed their Social Security Statements 55 million times.

Challenges Identified by the Office of the Inspector General in FY 2022

OIG identified seven top management issues for our agency:

Each year, the Office of the Inspector General (OIG) identifies our top management and performance challenges and publishes it on their website. Additionally, our leadership identified challenges facing our agency.

Below, we state the strategic initiatives we implore to address the challenges identified by OIG and our leadership. Acronyms for the responsible components are listed in Appendix D, Summary of Key Management Officials' Responsibilities.

1) Manage Human Capital

Components: DCARO, DCBFM, DCCOMM, DCHO, DCLCA, DCO, DCRDP, DCS, DCHR, OCACT, DCCREO, OGC, and OIG

Challenge: SSA must adequately plan to ensure it has the staff it needs to meet its mission now and in the future as it finds hiring staff harder in a more competitive job market and when over 40 percent of its workforce will be eligible to retire within 5 years.

Our strategic initiatives to address this challenge include:

- Enhance Strategic Workforce Planning;
- Promote Diversity, Equity, Inclusion, and Accessibility;
- Expand Recruitment Efforts;
- Foster Employee Retention;
- Execute Talent Management and Succession Planning;
- Improve Employee Engagement;
- Strengthen the Performance Management Process;
- Invest in Training and Support for Managers; and
- Ensure Equity in Leadership Development.

2) Improve Service Delivery

Components: DCARO, DCCOMM, DCHO, DCHR, DCO, DCRDP, DCS, DCCREO, and OIG

Challenge: SSA needs to address growing workloads and the expected retirement of experienced employees as it pursues its mission to deliver quality service to the public.

Our strategic initiatives to address this challenge include:

- Ensure Equity and Outreach;

- Establish Enterprise Voice of Customer (VoC) Feedback Collection;
- Enhance *my* Social Security;
- Expand Video Service Delivery;
- Enhance Online Appeals;
- Enhance the Digital Experience;
- Expand Online Options for New Social Security Numbers and Replacement Cards;
- Continue Information Technology Modernization;
- Modernize the *Social Security Statement*;
- Improve 800 Number Services;
- Modernize Disability Case Processing;
- Expand Access to Electronic Medical Evidence;
- Reduce the Hearings Backlog;
- Addressing the Processing Center Backlog;
- Enhance Strategic Workforce Planning;
- Execute Talent Management and Succession Planning;
- Ensure Timely and Accurate Payments to Claimants and their Appointed Representatives;
- Enhance Fraud Prevention and Detection Activities; and
- Strengthen Our Information Security and Privacy Programs and Modernize Our Cybersecurity and Privacy-Enhanced Risk Management Infrastructure.

3) Protect the Confidentiality, Integrity, and Availability of Information Systems and Data

Component: DCARO, DCBFM, DCHO, DCO, DCRDP, DCS, and OIG

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

Our strategic initiatives to address this challenge include:

- Enhance *my* Social Security;
- Enhance the Digital Experience;
- Continue Information Technology Modernization;
- Modernize our Debt Management System;
- Enhance Fraud Prevention and Detection Activities;
- Strengthen Our Information Security and Privacy Programs and Modernize Our Cybersecurity and Privacy-Enhanced Risk Management Infrastructure; and
- Expand Strategic Partnerships with External Partners.

4) Modernize Information Technology

Component: DCARO, DCBFM, DCHO, DCO, DCRDP, DCS, and OIG

Challenge: SSA must continue modernizing its IT to accomplish its mission despite budget and resource constraints.

Our strategic initiatives to address this challenge include:

- Enhance *my* Social Security;
- Expand Video Service Delivery;
- Enhance Online Appeals;
- Enhance the Digital Experience;
- Expand Online Options for New Social Security Numbers and Replacement Cards;
- Continue Information Technology Modernization;
- Modernize the *Social Security Statement*;
- Improve 800 Number Services;
- Modernize Disability Case Processing;
- Expand Access to Electronic Medical Evidence; and
- Strengthen Our Information Security and Privacy Programs and Modernize Our Cybersecurity and Privacy-Enhanced Risk Management Infrastructure.

5) Improve Administration of the Disability Programs

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

Challenge: To better serve its customers, SSA needs to address increasing pending initial disability claims, reconsiderations, and continuing disability reviews (CDR); reduce barriers to the disability program; reduce hearings processing times; and develop better strategies to help disabled beneficiaries return to work.

Our strategic initiatives to address this challenge include:

- Expand Equity and Outreach;
- Enhance Online Service Options for Appointed Representatives;
- Expand Video Service Delivery;
- Modernize Disability Case Processing;
- Expand Access to Electronic Medical Evidence;
- Reduce the Hearings Backlog;
- Develop an Occupational Information System; and
- Update the Listing of Impairments.

6) Improve the Prevention, Detection, and Recovery of Improper Payments

Components: DCARO, DCBFM, DCO, DCRDP, DCS, OGC, and OIG

Challenge: SSA must be a responsible steward of the funds entrusted to its care by minimizing the risk of making improper payments and recovering overpayments when they occur.

Our strategic initiatives to address this challenge include:

- Addressing the Processing Center Backlog;
- Modernize our Debt Management System;
- Promote Timely Wage Reporting;
- Ensure Timely and Accurate Payments to Claimants and their Appointed Representatives;
- Enhance Fraud Prevention and Detection Activities;
- Strengthen Our Information Security Program and Privacy Programs and Modernize Our Cybersecurity and Privacy-enhanced Risk Management Infrastructure; and
- Expand Strategic Partnerships with External Partners.

7) Response to the Coronavirus Pandemic

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

Challenge: SSA must continue adjusting to changing health conditions and 2019 Novel Coronavirus (COVID-19) pandemic-related guidance as it provides more in-person service after the re-entry to its field offices.

Our strategic initiatives to address this challenge include:

- Ensure Equity and Outreach;
- Establish Enterprise Voice of Customer (VoC) Feedback Collection;
- Enhance *my* Social Security;
- Expand Video Service Delivery;
- Enhance Online Appeals;
- Enhance the Digital Experience;
- Expand Online Options for New Social Security Numbers and Replacement Cards;
- Continue Information Technology Modernization;
- Modernize the *Social Security Statement*;
- Improve 800 Number Services;
- Modernize Disability Case Processing;
- Expand Access to Electronic Medical Evidence;
- Reduce the Hearings Backlog;
- Addressing the Processing Center Backlog;
- Ensure Timely and Accurate Payments to Claimants and their Appointed Representatives;
- Enhance Fraud Prevention and Detection Activities; and
- Strengthen Our Information Security and Privacy Programs and Modernize Our Cybersecurity and Privacy-Enhanced Risk Management Infrastructure.

Additional Challenges Identified by Our Leadership

Prevent Fraud, Waste, and Abuse

Components: DCARO, DCO, DCRDP, and OIG

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

Our strategic initiatives to address this challenge include:

- Addressing the Processing Center Backlog;
- Modernize our Debt Management System;
- Promote Timely Wage Reporting;
- Ensure Timely and Accurate Payments to Claimants and their Appointed Representatives;
- Enhance Fraud Prevention and Detection Activities;
- Strengthen Our Information Security Program and Privacy Programs and Modernize Our Cybersecurity and Privacy-enhanced Risk Management Infrastructure; and
- Expand Strategic Partnerships with External Partners.

Increasing Initial Disability Pending and Keeping Pace in the Disability Program with Medicine, Technology, and the World of Work

Components: DCHO, DCO, DCRDP, and DCS

One of our top priorities is to improve the national average processing time for initial disability claims and work down older cases. We are identifying opportunities in policies, workloads, and processes for improving and enabling efficient and effective operations.

Additionally, medicine, technology, and the nature of work are constantly evolving. We must create an agile and responsive organization committed to keeping pace with those changes and maximizing efficiencies throughout the disability program.

Our strategic initiatives to address this challenge include:

- Continue Information Technology Modernization;
- Modernize Disability Case Processing;
- Expand Access to Electronic Medical Evidence;
- Develop an Occupational Information System;
- Update the Listing of Impairments; and
- Expand Strategic Partnerships with External Partners.

Appendix A:
Program Assessments

We routinely conduct studies and surveys to evaluate the effectiveness of our programs. Continuous evaluation of program data, research, and analysis assist us in identifying strengths and weaknesses in our programs. Program evaluation results assist us in developing strategies to address the major challenges we face and improve how we administer our programs. We complete many of our evaluations annually, while others may be quarterly, biennial, triennially, or one-time efforts. We included within this section an introduction to the Annual Evaluation Plan and summary of findings for the most current reports available, organized by the Strategic Goal they support.

Annual Evaluation Plan (Annually)

As required by the *Foundations for Evidence-Based Policymaking Act of 2018*, we have developed Annual *Evaluation Plans* that describe our program evaluations to support our *FYs 2022–2026 Agency Strategic Plan* and to lay the foundation for our *FYs 2022–2026 Learning Agenda, FYs 2022–2026 Capacity Assessment, and FY 2023 Evaluation Plan*. Our plans describe the most significant program evaluations that we will complete during the year. These plans are available on our website.

Strategic Goal 1 – Optimize the Experience of SSA Customers

Prospective Client Survey (Biennially)

The Prospective Client Survey queries non-beneficiaries between ages 50 and 64 to identify service expectations and preferences of the upcoming wave of retirees. The most recent survey was completed in FY 2021 and we expect to complete the next survey in FY 2023.

Retirement Application Survey (Biennially)

We conducted the Retirement Application Survey most recently in FY 2022. This survey measures customer satisfaction with the retirement application process and identifies service expectations and preferences for future service among recent retirees. In FY 2020, 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, and good. This rating reflects a slight increase from the FY 2018 satisfaction rating of 94 percent.

Our FY 2020 survey was administered before the COVID-19 pandemic. Almost half of the respondents (46 percent) noted they filed their applications for retirement benefits online, almost identical to the 45 percent in FY 2018. In-person filing dropped by one percentage point from 40 percent in FY 2018 to 39 percent in FY 2020. Telephone filing held steady at 15 percent in both years. Most respondents indicated they use the Internet, and 84 percent of those Internet

users said they had already created *my* Social Security accounts. Among the remaining Internet users who had not yet created an account, half said they would be likely to create one. To identify perceived drawbacks of creating a *my* Social Security account, the survey asked Internet users who had not yet created accounts for the main reason why they might not be likely to do so. Almost half of the responders indicated they simply preferred to speak to a person when conducting Social Security business. The results of the FY 2022 review will be available in FY 2023.

National 800 Number Caller Survey

Because of increased use of the National 800 Number as a primary service delivery and our interim phone system lacking automated customer feedback features, we conducted this supplemental survey from March 2021 through January 2022 to examine caller satisfaction. The survey measures three aspects of customer satisfaction: overall service, access to service, and agent courtesy. Access refers to callers' perceptions of their ability to obtain the service they requested via the National 800 Number. Once we modernize the National 800 Number phone system, we will be able to relaunch our automated customer feedback features, which will allow us to monitor continuous customer satisfaction metrics.

Cumulative survey results from the period of March 2021 through January 2022 show:

- 68 percent of callers were satisfied with overall service;
- 61 percent of callers were satisfied with access to service; and
- 88 percent of callers were satisfied with agent courtesy.

Office Visitor Survey (Biennially)

The Office Visitor Survey measures customer satisfaction with the agency's in-person service in field offices and hearing offices. We conducted the surveys annually until FY 2018, then moved to a biennial schedule. The most recent Office Visitor Survey was conducted in July 2022 and we plan to conduct the survey again in January 2023 to provide a measure of the agency's re-entry efforts that began in April 2022. The results of the FY 2022 review will be available in FY 2023.

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

The Ticket to Work and Other Employment Support Programs evaluation examines employment patterns and outcomes of disabled beneficiaries, including those beneficiaries who use employment services such as the Ticket to Work (TTW), Partnership Plus, and Work Incentives Planning and Assistance programs. We last completed a comprehensive evaluation in 2013 (see our webpage for the reports). Additionally, we analyzed our implementation of the TTW program in a report on potential changes that we might consider for the Work Incentive Planning and Assistance program service model in 2020 and in a report on alternative payment structures

for Employment Networks in 2021. We completed an independent 10-year evaluation of the TTW program in 2013, which produced seven reports. All reports are publicly available on our [webpage](#).

We are planning a formal evaluation of the TTW program to begin in FY 2023. The evaluation will consist of surveys, focus groups, semi-structured interviews, an analysis of program data, or other data collection and analyses as appropriate. Expected topics will include, for example: program effectiveness and opportunities for improvement, consumer characteristics, service provision, and service equity. We expect the final evaluation report to be completed in FY 2027.

Strategic Goal 2 – Build an Inclusive, Engaged, and Empowered Workforce

Federal Employee Viewpoint Survey (Annually)

OPM administers the Federal Employee Viewpoint Survey (FEVS). We assess employee perspectives of organizational performance across several major human capital areas: recruitment, development, performance culture, leadership, job satisfaction, and personal work experiences. The 2022 FEVS results indicate both strengths and opportunities for improvement. The most positive employee perceptions center on knowledge of how jobs support agency goals, feeling held accountable for achieving results and producing quality work, respectfulness of supervisors, ability to contribute to the common good via work activities, and that the agency is preparing employees for potential cybersecurity threats. Opportunities for improvement include questions that reference management of poor performers, performance-based recognition, rapport with senior leaders, involvement in decisions that affect work and continually changing priorities at the employee level.

Human Capital Evaluation System (Continuous)

As part of the OPM-driven Human Capital Framework (HCF) and our efforts to monitor and assess how well human capital policies and programs support our mission accomplishments, we leverage a fully functional Human Capital Evaluation System (HCES).

Our evaluation system consists of four activities and programs, including:

- Human Capital Operating Plan (HCOP);
- HRStat;
- Independent Audit Program (IAP); and
- Human Capital Review (HCR), and other means of assessing the health of our organization.

Overall, our HCES helps executive leadership assess the effect of human capital strategies designed to achieve agency goals. More specifically, our evaluation system contributes to our organizational performance as a mechanism for ensuring compliance with merit system principles and improving processes. We also use the evaluation system to identify, implement,

and monitor and evaluate outcomes of human capital management strategies, policies, and programs by using business intelligence and analytics to ensure data-based decision-making.

The HCOP serves as our agency-level method of capturing human capital and workforce planning initiatives, milestones, and performance measures. We utilize HRStat reviews to track agency progress on HCOP activities, along with other data-based strategic human capital and workforce planning activities. Our IAP offers opportunities to audit Servicing Personnel Offices (SPOs), which are activities documented in our HCOP and tracked via HRStat. The OPM-led HCR allows opportunities for recurring focused discussions with OPM leaders about human capital evaluation system goals, results, risks, barriers, and successful practices.

- The HCOP describes plans for executing the human capital elements stated within our Agency Strategic Plan and Annual Performance Plan and Report and addresses the government-wide priorities identified in OPM's HCF, Federal Workforce Priorities Report, and the President's Management Agenda. The HCOP operationalizes goals of the government-wide and agency Diversity, Equity, Inclusion, and Accessibility Strategic Plans. Further, the HCOP supports OMB Memorandum M-17-22, *Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce*. HRStat is a metric-based, analytical monitoring process that tracks human capital priorities and supports leadership data-driven decision making, as related to agency goals and performance outcome improvement strategies. HRStat sessions are used to present human capital topics, policy, and program information to leadership to ensure consistent, effective communication while socializing and standardizing data-driven decision making.

- Independent Audit Program – We conduct a comprehensive Human Capital Framework (HCF) audit of all Servicing Personnel Offices (SPO) (i.e., currently 10 regions (including consolidated/closed SPOs), Office of Central Operations, and headquarters) on a cyclical basis so that each site is reviewed at least every 5 years. We conduct audits virtually or onsite, if necessary. Comprehensive audits may include a review of more than 50 agency and OPM-defined outcomes across a variety of human resources functions, such as: training, performance management, labor-management/employee relations, civil rights and equal opportunity, staffing (including delegated examining unit hiring and merit promotion), security and suitability, and work-life. We conducted two audits in FY 2022. The first audit found no significant issues (i.e., no illegal appointments or veterans' preference and adjudication issues). We are still analyzing the results of the second audit. We plan to perform two audits in FY 2023.

- The HCR is a discussion between agency human capital leaders and OPM. The participants review agency human capital results in connection with HCOP goals, their impact on strategic goals, as well as risks, barriers, and successful practices. Key

elements of the human capital business processes are discussed, including the HCOP, HRStat, and the IAP. The agency is pending the OPM timeline for HCR completion.

Management Directive 715 Report (Annually)

We provide 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 2022, the Office of Civil Rights and Equal Opportunity (OCREO) improved or continued efforts toward achieving the status as a Model Equal Employment Opportunity agency, as established in criteria by the Equal Employment Opportunity Commission (EEOC). These initiatives include:

1) Identifying and eliminating barriers to equal employment opportunity (EEO) by completing an analysis of detected triggers that indicate potential barriers. OCREO also worked with stakeholders in the various components to assess potential barriers and provided updates to the Barrier Analysis Action Plan devised to identify and mitigate barriers.

2) Providing the agency head with a State of the Agency Briefing that describes our efforts to attain model EEO agency status and component briefings to senior executives with a comprehensive analysis of their components' workforce demographics via "State of the Component Briefings" issued in the third quarter of FY 2022. The analysis included workforce trends and identified areas in need of improvement based on low representational rates, as compared to the civilian labor force.

3) Marketing Alternative Dispute Resolution (ADR) to informally resolve EEO claims, after revising the ADR policy to increase management participation in ADR by requiring managers to get Deputy Commissioner-level concurrence to decline ADR. The ADR process is 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. The ADR policy has ensured manager accountability in the ADR process. As a result, we have yielded positive results with participation rates of managers increasing from 87.9 percent in FY 2020 to 90.7 percent in FY 2022, a 51.2 percent complaint avoidance rate, and an estimated 30 percent savings in investigation costs.

4) Collaborating with the Office of Labor-Management and Employee Relations (OLMER) on implementing the *Notification and Federal Employee Anti-Discrimination and Retaliation Act* (No FEAR) policy, under which OLMER conducts an independent review of complaints in any discrimination finding. The purpose of the independent reviews is to determine whether to recommend disciplinary action against management officials named in an EEO complaint for which a finding of discrimination was issued. Under the No FEAR policy, OLMER may also review significant settlements. OLMER conducts these reviews on an *ad hoc* basis when OCREO receives either a finding from the EEOC or a settlement agreement

that raises questions about the need for corrective action. OCREO submits findings and settlement agreements to OLMER for review, along with the Report of Investigation for the case. OLMER then analyzes whether to recommend disciplinary action and returns its recommendation to the component to consider taking action, if applicable.

5) Allowing employees to initiate EEO complaints and to view the status of their cases electronically (*eFile*). This automated tool also allows OCREO to monitor and track the usage of EEO representative time for complainants and union representatives.

Strategic Goal 3 – Ensure Stewardship of SSA Programs

Federal Information Security Modernization Act Report (Annually)

The *Federal Information Security Modernization Act* Report tells Congress whether our overall information technology security and privacy programs and practices comply with the *Federal Information Security Modernization Act of 2014*. In FY 2022, we successfully implemented solutions for encrypting data-at-rest on end-users' devices, such as laptops and mobile phones, as well as our data centers, High Value Assets, and cloud providers. We have fully implemented the HTTPS-Only requirement (DHS BOD 18-01) for our publicly accessible websites and web services. We provide strong encryption for data transmitted to our business and data exchange partners. These efforts complement other areas of progress we have made in meeting enhanced requirements for endpoint detection and response (EDR) and enterprise logging in support of OMB Memorandums M-22-01, *Improving Detection of Cybersecurity Vulnerabilities and Incidents on Federal Government Systems through Endpoint Detection and Response* and M-21-31, *Improving the Federal Government's Investigative and Remediation Capabilities Related to Cybersecurity Incidents*. In addition, we are building onto the existing Identity, Credential, and Access Management strategy to target key requirements in the executive order in support of Multi Factor Authentication (MFA) for all agency IT Systems and services. This directly provides the required support to enable agency-wide MFA at the application and system level in compliance with EO 14028, *Improving the Nation's Cybersecurity*.

Pre-Effectuation Review of Disability Determinations (Annually)

The Pre-Effectuation Review of Disability Determinations assesses the accuracy of DDS initial, and reconsideration adult disability allowances, per section 221(a) of the *Social Security Act*. The results of the FY 2020 report are pending publication.

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 (Triennially)

The Safeguard Review assesses 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 received one critical finding from the review and addressed it in June 2017. We report the findings from this review on a semi-annual basis through submission of a corrective action plan to the IRS. The IRS postponed the June 2020 Safeguard Review (Triennial), due to the COVID-19 pandemic. We are working with our IRS stakeholders to develop an approach for reviewing and testing agency systems.

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

The Board of Trustees reports annually to Congress on the financial and actuarial status of the two Social Security trust funds. The 2022 report was signed on June 2, 2022. At the end of 2021, the OASDI program was providing benefit payments to about 65 million people: 50 million retired workers and dependents of retired workers, 6 million survivors of deceased workers, and 9 million disabled workers and dependents of disabled workers. During the year, an estimated 179 million people had earnings covered by Social Security and paid payroll taxes on those earnings. The total cost of the program in 2021 was $1,145 billion, while total income was $1,088 billion. The combined OASI and DI Trust Fund reserves are projected to reach reserve depletion in 2035, at which time continuing income to the trust funds would be sufficient to pay 80 percent of scheduled benefits. For the 75-year projection period, the OASDI actuarial deficit is 3.42 percent of taxable payroll.

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

A legislatively mandated report provides summary information on medical CDRs conducted for a completed fiscal year. The most recent report includes FY 2016 data.

Report on Supplemental Security Income (SSI) Non-medical Redeterminations (Annually)

This report provides summary information on non-medical redeterminations of SSI recipients conducted for a completed fiscal year. The report includes actuarial estimates of the net Federal lifetime reductions in SSI and Medicaid benefits resulting from the reviews conducted during that fiscal year. Our most recent report includes FY 2014 data.

Bipartisan Budget Act of 2015 Section 845(b) Report (Annually)

A legislatively mandated report provides summary information on work-related CDRs conducted for a completed calendar year. The report includes actuarial estimates of the net lifetime reduction in OASDI benefits resulting from the CDRs conducted in that calendar year (CY). The most recent report includes CY 2020 data.

Annual Report of the Supplemental Security Income Program (Annually)

We report annually to the President and Congress on the status of the SSI program and provide 25-year projections of program participation and costs. In January 2022, 7.6 million individuals received monthly Federal SSI payments averaging $603, a decrease of about 231,000 recipients from the 7.8 million recipients with an average payment of $570 in January 2021. By 2046, the end of the 25-year projection period, we estimate that the SSI recipient population will reach 8.3 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 we project the growth in the SSI recipient population to be somewhat slower than the growth in the U.S. population.

Enumeration Accuracy Report (Triennially)

We report the accuracy of original or replacement SSN assigned during the fiscal year under review. In FYs 2015 and 2018, original SSN enumeration accuracy rates were 100 percent. For FY 2022, we conducted an enumeration review on replacement SSN cards focusing on various service delivery options. We will publish the report in FY 2023.

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

We assess the results of a predictive model used to score work issue CDR cases to ensure that we prioritize cases most likely to result in determinations of medical improvement. Our tracking and assessment each year indicate the need for improved coordination with our processing centers in reviewing cases based on the scores' priority order. While our 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 the Continuing Disability Review Enforcement Operation predictive model with the quarterly and monthly earning work review process.

Targeted Denial Review (Annually)

We assess the accuracy of reconsideration disability denials made by the DDS. In FY 2022, we analyzed 51,227 cases and cited 1,837 decisional errors and 4,716 documentation errors. We returned 6,553 cases to the adjudicating components for correction—a return rate of 12.8 percent.

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

Our Stewardship Review measures the accuracy of payments to persons receiving Social Security retirement, survivors, or disability benefits. Information about the improper payments, root causes, and corrective actions in our programs for FY 2021 (and previous years) can be found on the Payment Accuracy website. The results of the FY 2022 report will be available in summer FY 2023.

Supplemental Security Income Stewardship Review (Annually)

The SSI Stewardship Review measures the accuracy of payments to persons receiving SSI benefits by reviewing all non-medical factors of eligibility and payment. Information about the improper payments, root causes, and corrective actions in our programs for FY 2021 (and previous years) can be found on the Payment Accuracy website. The results of the FY 2022 report will be available in summer FY 2023.

Supplemental Security Income Transaction Accuracy Review (Annually)

The SSI Transaction Accuracy Review (STAR) examines non-medical aspects of eligibility, such as income, resources, and living arrangement, to assess the adjudicative accuracy of SSI initial claims, redeterminations, and limited issues to ensure they are policy compliant. In FY 2021, a sample of 4,224 cases provided meaningful information about the quality of the non-medical aspects of these SSI transactions. The national case accuracy rates for FY 2021, defined as the percentage of cases free of either an O/P or a U/P, were 92.8 percent for O/P and 94.3 percent for U/P. In FY 2020, these rates were 92.1 percent and 94.8 percent, respectively. The change in the FY 2021 O/P and U/P case accuracy rates from those of FY 2020 was not statistically significant.

In addition to case accuracy, STAR measures the accuracy of payments authorized, or dollar accuracy. The national dollar accuracy rates for FY 2021 were 99.1 percent for O/P and 99.4 percent for U/P. In FY 2020, these rates were 98.8 percent and 99.5 percent, respectively. The change in the FY 2021 O/P dollar accuracy rate from the FY 2020 rate is not statistically significant. The results of the FY 2022 review will be available in FY 2023.

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

We review non-medical factors of eligibility to assess recently processed retirement, survivors, and disability insurance claims to ensure compliance with operational policy. For FY 2020, the overall OASDI O/P case accuracy was 99.3 percent, and the overall OASDI U/P case accuracy was 98.3 percent. The case accuracy rates indicate that approximately 2-out-of-every 100 claims were incorrectly paid—about 0.7 out of 100 cases had O/Ps, and about 1.7 out of 100 cases had U/Ps. The OASDI national dollar accuracy rates for FY 2020 were 99.4 percent for O/Ps and 98.5 percent for U/Ps. The next review will be conducted in FY 2023.

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 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. We assess 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 quality evaluations based on established internal methodologies. As we introduce new performance measures, we perform a comprehensive data assessment using the 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 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 2022 Financial Statements

The *Chief Financial Officers Act of 1990* requires the OIG or an independent external auditor that it selects to audit our financial statements. OIG selected Grant Thornton LLP (Grant Thornton) to conduct the FY 2022 financial statement 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. Grant Thornton's FY 2022 audit report marked the 29th consecutive year that we received an unmodified audit opinion on our financial statements. 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 2022 Performance Measures

Fiscal Year Performance	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target	2022 Actual
Implement a New Framework for the Acquisition of Electronic Medical Evidence	Not available	Not available	Not available	Implemented Phase I of the Electronic Evidence Acquisition (EEA) Framework	Implement an exchange with a large Medical Evidence network	**Met** Onboarded a large medical evidence provider
	FY 2022 Performance					
	Target Met: We met the target by establishing end-to-end connectivity with one large medical evidence network.					
Mature the Enterprise Fraud Risk Management Program	Deployed our first disability fraud analytic model and improved our eServices analytics and fraud detection	Completed the eServices risk assessment, developed the disability fraud risk profile, and implemented disability analytics	Completed the eServices fraud risk profile, the administrative issues fraud risk profile, and the representative payee fraud risk assessment	Completed the representative payee fraud risk mitigation strategy, and the draft SSI and occupational (employee) drafts for SSI fraud risk assessment	Complete the SSI fraud risk profile, the occupational (employee) fraud risk profile, and the Title II fraud risk assessment	**Met** Completed SSI Fraud Risk Profile, Occupations Risk Profile, and Title II Fraud Assessment
	FY 2022 Performance					
	Target Met: We met our targets by completing the SSI Fraud Risk Profile, the Occupational (Employee) Fraud Risk Profile and the Title II/Retirement Survivors Insurance Fraud Risk Assessment.					

Fiscal Year Performance	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target	2022 Actual
Expand our CDI coverage	Added three CDI units	Added three CDI units	Added four CDI units	Added CDI coverage for three States	Add CDI coverage to the three remaining States	**Met** CDI coverage expansion completed

FY 2022 Performance

Target Met: We completed CDI coverage expansion to the three remaining states.

Effective June 1, 2022, we successfully provided CDI coverage to Alaska using a hub method. On this day, the existing Seattle CDI unit began organizing investigations to provide CDI coverage to Alaska.

On September 12, 2022, we successfully provided CDI coverage to Delaware and Pennsylvania using a hub method. On this day the newly constructed Philadelphia CDI unit began organizing investigations to provide CDI coverage to both Delaware and Pennsylvania.

These FY 2022 CDI expansion actions satisfies our BBA 811 mandate to provide nationwide CDI coverage.

Fiscal Year Performance	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target	2022 Actual
Update the Listing of Impairments	The proposed rule is in process, with a publication goal of early to mid FY 2019	We published the proposed rule for the Digestive and Skin disorders body systems in the Federal Register on 7/25/2019	We published the final rule for the musculoskeletal body system in the Federal Register on 12/03/2020	Prepared a proposed rule for the cardiovascular disorders body system and a final rule for the digestive disorders and skin disorders body systems	Publish a proposed rule for the cardiovascular disorders body system. Publish a final rule for digestive disorders and skin disorders body systems	**Not Met** Published a proposed rule for the cardiovascular disorders body system

FY 2022 Performance

Target: We are working to finalize the final rule for digestive and skin disorders body systems.

Fiscal Year 2022 Performance Measures with Title Changes

FY 2022 Title	FY 2023 Title
Enhance the leadership pipeline through a modernized national leadership development program	**Enhance the leadership and executive pipelines through a modernized national leadership and executive development programs**

Appendix D:
Summary of Key Management Officials' Responsibilities

Commissioner of Social Security (COSS) manages all agency programs and staff and 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 (OCACT) plans and directs program actuarial estimates and analyses for our programs and for any proposed changes in programs and trust funds. 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. GC also serves as the agency's Senior Agency Official for Privacy and oversees the implementation of privacy protections and ensures that all privacy requirements are met.

Inspector General (IG) is a Senate-confirmed position that 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. DCARO also serves as the Chief Data Officer, coordinates the agency's anti-fraud initiatives, responds to the recommendations of external monitoring authorities, and 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. 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 Civil Rights and Equal Opportunity (DCCREO) ensures compliance with the laws and regulations that govern Federal-sector Equal Employment Opportunity, promotes an equitable and inclusive work environment, and serves as the agency lead for Diversity, Equity, Inclusion, and Accessibility.

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.
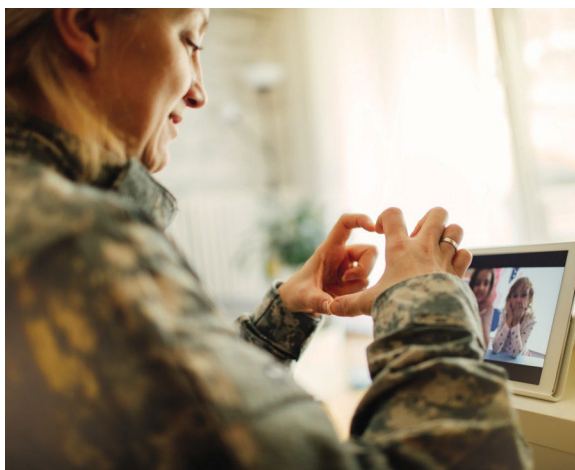
Deputy Commissioner for Human Resources (DCHR) administers our human resources programs, including training, human capital initiatives, personnel and employee relations, and labor management. DCHR also serves as the Chief Human Capital Officer and the senior accountable official on employee engagement 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. DCO also oversees the Chief Business Office and the State disability determination services.

Deputy Commissioner for Retirement and Disability Policy (DCRDP) advises the COSS on major policy issues and is responsible for all activities in the areas of program policy planning, policy research and evaluation, statistical programs, and overall policy development, analysis, and implementation. DCRDP provides enterprise-wide oversight data-sharing agreements and negotiates Social Security (totalization) agreements with foreign governments. DCRDP serves as liaison with the Centers for Medicare and Medicaid Services and leads our efforts to improve the clarity, tone, and readability of our notices. DCRDP also leads our efforts in implementing the *Evidence-Based Policymaking Act of 2018*.

Deputy Commissioner for Systems (DCS) directs the strategic management of our systems and databases, which includes the development, validation, and implementation of new systems. DCS directs operational integration, strategic planning processes, and implementation of a systems configuration program. DCS also serves as the Agency's Chief Information Officer.