SOCIAL SECURITY ADMINISTRATION
ANNUAL PERFORMANCE REPORT
2014–2016

my Social Security

Annual Performance Plan for Fiscal Year 2016
Revised Performance Plan for Fiscal Year 2015
Annual Performance Report for Fiscal Year 2014

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Acting Commissioner's Message

The achievements of an organization are the results of the combined effort of each individual. – Vince Lombardi

I am pleased to present our *Annual Performance Plan for Fiscal Year 2016, Revised Performance Plan for Fiscal Year 2015, and Annual Performance Report for Fiscal Year 2014.* To ensure effective and efficient management of the programs our agency administers, we set goals and report annually on progress and results. In this report, we define key initiatives that support our strategic goals and objectives in carrying out our mission to deliver services that meet the changing needs of the public.

Over the past year, we made great strides to move our agency forward. I am proud to report that we met or made significant progress towards *all* of our goals. The report details our progress, notes any changes made to our fiscal year (FY) 2015 plans, and provides our new measures and initiatives for FY 2016.

Highlights of our FY 2014 performance include:

- Initiated development of a long-range vision to meet the needs of our future customers and provide them with service options that accommodate their changing needs and expectations.
- Continued to improve and expand service delivery options for customers to conduct business face-to-face, by phone, through video interviews, or online, which allowed us to:
  - Serve about 40 million visitors and handle approximately 21 million calls in our field offices;
  - Handle more than 37 million calls through our National 800 Number; and
  - Process more than 70 million online transactions.
- Continued our aggressive program integrity and fraud prevention efforts, including:
  - Completed more than 525,000 full medical continuing disability reviews;
  - Expanded our Cooperative Disability Investigation by opening units in Baltimore and Detroit, and establishing special fraud investigations unit in New York, Kansas City and San Francisco; and
  - Prevented online theft of more than 4,700 benefit payments totaling more than $5.6 million.
- Worked diligently to deliver quality disability decisions, including:
  - Completed nearly 2,862,000 claims for disability benefits; and
  - Completed nearly 681,000 hearing dispositions.

It is imperative that we maintain our momentum in positioning our agency for future success. Over the next two years, we will increase our efforts to attract, train, and retain employees who can best serve the public. We will also continue to invest in and leverage technology to meet the changing needs of our customers. We are dedicated to being good stewards, providing the American taxpayer the maximum value of the resources entrusted to us. In partnership with our stakeholders, we will take every available measure to prevent waste, fraud, and abuse from happening and to prosecute those responsible when it does.

The achievements of our organization are the results of the combined effort of our dedicated employees – our greatest asset. We have the most customer-focused, compassionate, and resilient employees in all of government. I want to personally thank each employee for his or her contribution to our success.

In closing, based on internal evaluations, I assure you that the performance data in this report is complete, reliable, and accurate.

Carolyn W. Colvin
Acting Commissioner

Chief Strategic Officer's Message

I am pleased to join Acting Commissioner Colvin in presenting the *Annual Performance Report 2014-2016*. The report highlights our key priorities, details our progress toward meeting our performance goals, and describes our work to drive improvements in our service to the American public.

As Social Security's Chief Strategic Officer and Performance Improvement Officer, I help drive agency performance and innovation, and lead our efforts to prepare to meet future challenges. I invite you to read our *Fiscal Year 2014-2018 Agency Strategic Plan* (www.socialsecurity.gov/asp), which lays out our goals, objectives, strategies, and priorities for the next few years. Meanwhile, we are also hard at work developing a long-range vision for bold and innovative improvements in the way we will serve the public in the next decade and beyond. Based on our new Vision 2025, we will make any necessary adjustments to our strategic plan.

As part of our planning and visioning, we evaluate our actions and initiatives, asking: What needs to change? Are there more efficient ways to achieve our goals and objectives? What can we do faster, better, and with greater transparency? How can we make it easier for customers to interact with us and get what they need?

The answers to these questions can be found in data. We rely on high-quality agency data to drive our decision-making and improve the way we administer our programs. By thoroughly analyzing our data, we can assess our actions, identify performance gaps, and align our resources with strategies that enhance our performance outcomes. We want to harness the power of data analytics to achieve better program results, while keeping our customers' needs, program integrity, and the quality of our services at the center of all our decisions.

We take great pride in our long history of outstanding customer service, as well as several other areas where we have notable achievements:

- Systems availability remains above our FY 2014 target of 99.5 percent;
- Our telework pilot has been successful and more than 8,500 employees now telework;
- Our online services continue to dominate the top five positions in the Federal Government's customer satisfaction rankings with our Retirement Estimator and Extra Help with Medicare both tied for first place ranking.
- We continue to exceed our targets for hiring veterans and disabled veterans.

Even as we celebrate our many successes, we recognize our opportunities for improvement. For example, we continue to explore ways to increase payment accuracy and prevent improper payments.

We know at least two things about change: it is constant, and it can be difficult. For these reasons, we must take steps now to address the challenges facing us over a 10-year horizon. Through advance analysis and preparation, we will position ourselves to anticipate and exceed the future expectations of our diverse customer population. We seek and welcome your participation in that endeavor!

Ruby D. Burrell

Ruby Burrell
Chief Strategic Officer

Our Values

Our Vision

Provide the highest standard of considerate and thoughtful service for generations to come

Our Mission

Deliver Social Security services that meet the changing needs of the public

Our Motto

Social Security Benefits America

Our Service Principles

We serve with empathy, creativity, integrity, and an unbeatable determination to do the job at hand by following these service principles:

- Adherence to the law
- Clarity
- Commitment to best demonstrated practices
- Cultural sensitivity
- Honesty
- Prevention of waste, fraud, and abuse
- Protection of privacy and personal information
- Recruitment and training of the best public servants
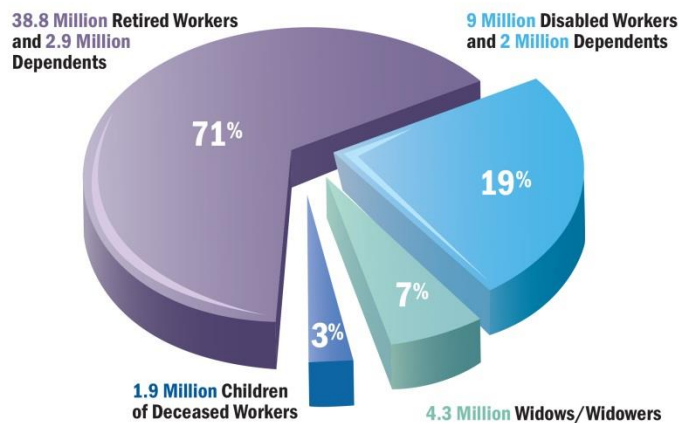- Safety of the public and our employees

Our Programs

Americans Rely on Social Security

Considered by many to be the most successful large-scale federal programs in our Nation's history, the programs we administer provide a financial safety net for millions of Americans. In fact, 9 out of 10 individuals age 65 and older receive Social Security benefits. During fiscal year 2014, we paid more than $893 billion to an average of approximately 64 million beneficiaries each month.

Old-Age, Survivors, and Disability Insurance Programs

Who Receives Old-Age, Survivors, and Disability Insurance Benefits?

38.8 Million Retired Workers and 2.9 Million Dependents — 71%

9 Million Disabled Workers and 2 Million Dependents — 19%

1.9 Million Children of Deceased Workers — 3%

4.3 Million Widows/Widowers — 7%

Source: Social Security Administration, Master Beneficiary Record, September 2014

Old-Age and Survivors Insurance Program

Today, most retirees plan their retirement dates based on when they can receive their Social Security benefits. Created in 1935, the Old-Age and Survivors Insurance program (what most people think of as their Social Security benefit) provides retirement and survivors benefits to qualified workers and their families. Working and paying Social Security taxes earns workers credit toward Social Security benefits. Most people need 40 credits, or 10 years of covered work, to qualify for retirement benefits.

A person qualifies for full retirement benefits between the ages of 65 and 67, depending on the year he or she was born. Reduced retirement benefits are payable as early as age 62. Certain members of retired workers' families may also receive benefits. Spouses (including divorced spouses), minor children, and children who became disabled before age 22 may also be eligible for benefits.

Social Security also provides income for families of workers who die. Survivors benefits were added in 1939, and benefits for disabled widows and widowers were added in 1968. Widows, widowers (and divorced widows and widowers), dependent parents, and children may be eligible for survivors benefits. In fact, 98 of every 100 children could get benefits if a working parent dies. In addition, Social Security pays more benefits to children than any other federal program.

Disability Insurance Program

The chance of becoming disabled before reaching full retirement age is not something most people consider. However, studies show that a 20-year-old worker has more than a 1-in-4 chance of becoming disabled before reaching full retirement age.

People who have worked long enough and paid Social Security taxes and certain members of their families can qualify for Social Security Disability Insurance benefits.
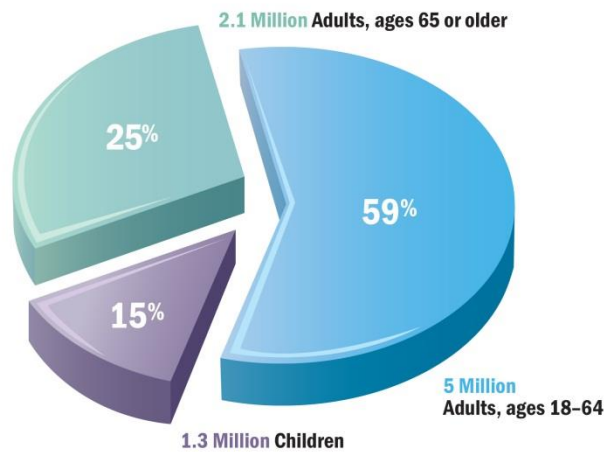
The disability program began in 1956 as a benefit for disabled workers between the ages of 50 and full retirement. The program expanded in 1960 to include disabled workers of all ages. Social Security Disability Insurance provides benefits to people who cannot work because they have a medical condition expected to last at least one year or result in death.

Supplemental Security Income Program

Supplemental Security Income, established in 1972, is a federal program designed to provide a monthly payment to people who are aged, blind, or disabled with limited income and resources. Adults and children under the age of 18 can receive payments based on disability or blindness.

General tax revenue, not workers' Social Security taxes, funds the Supplemental Security Income program.

Who Receives Supplemental Security Income Benefits?

2.1 Million **Adults, ages 65 or older**

25%

59%

15%

5 Million
Adults, ages 18–64

1.3 Million **Children**

SOURCE: Social Security Administration, Supplemental Security Record, September 2014

Our Organization

Serving the American public requires a vast network of facilities, technology, and skilled staff. Every day more than 65,000 federal employees provide service to our customers. Nationwide, we have a network of more than 1,500 offices which includes regional offices, field offices (including Social Security card centers), teleservice centers, processing centers, hearing offices (including satellite offices and National Hearing Centers), the Appeals Council, and our headquarters in Baltimore, Maryland.

Nearly 17,000 state employees at the disability determination services (DDS) offices work in 54 jurisdictions and provide services in about 100 offices across the country and U.S. territories. Internationally, we deliver services in the U.S. embassies in hundreds of countries.

Customers receive in-person service primarily at our field offices and Social Security card centers. Our teleservice centers primarily handle calls to our National 800 Number. Employees in our processing centers typically handle Social Security retirement, survivors, and disability payments. These employees also provide a wide range of other services, including handling telephone calls to our National 800 Number.

We have created strong partnerships with state agencies and depend on state employees in 54 state and territorial DDS offices to make disability determinations. Administrative law judges in our hearing offices and the administrative appeals judges in our Appeals Council decide appeals of Social Security and Supplemental Security Income issues.

We organize our field and hearing offices into the 10 regions shown on the map below. For more information about our components and their functions, visit our organizational structure webpage (www.socialsecurity.gov/org).
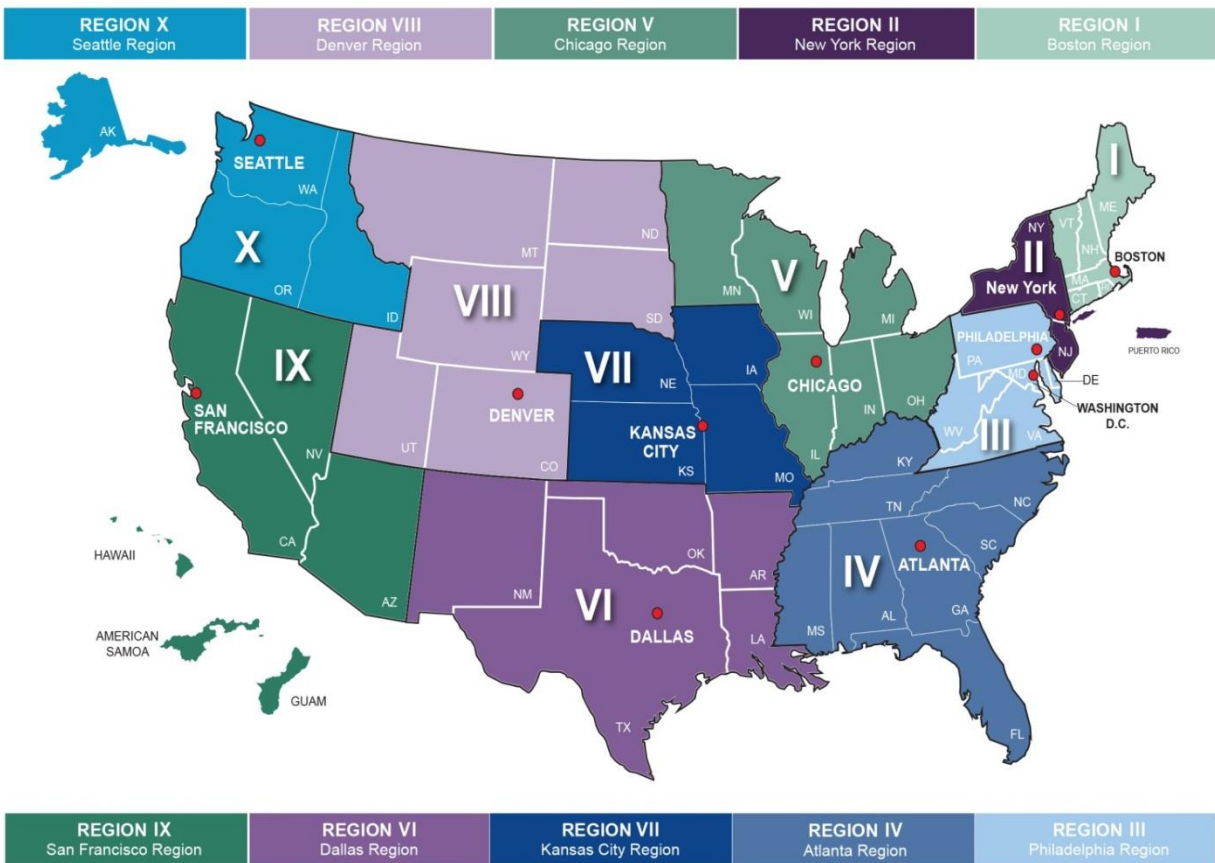
Summary of Our Goals, Objectives, and Performance Measures

Summary of Our Goals and Objectives

Goal 1: Deliver Innovative, Quality Services

- Strategic Objective 1.1: Develop and Increase the Use of Self-Service Options
- Strategic Objective 1.2: Enhance the Customer Experience by Completing Customers' Business at the First Point of Contact
- Strategic Objective 1.3: Partner with Other Agencies and Organizations to Improve Customers' Experience and Align with the Administration's One-Government Approach
- Strategic Objective 1.4: Evaluate Our Physical Footprint to Incorporate Improved Service Options

Goal 2: Strengthen the Integrity of Our Programs

- Strategic Objective 2.1: Transform the Way We Record Earnings to Enhance Data Accuracy
- Strategic Objective 2.2: Protect the Public's Data and Provide Secure Online Services
- Strategic Objective 2.3: Increase Payment Accuracy

Goal 3: Serve the Public through a Stronger, More Responsive Disability Program

- Strategic Objective 3.1: Improve the Quality, Consistency, and Timeliness of Our Disability Decisions
- Strategic Objective 3.2: Maximize Efficiencies throughout the Disability Program
- Strategic Objective 3.3: Enhance Employment Support Programs and Create New Opportunities for Returning Beneficiaries to Work

Goal 4: Build a Model Workforce to Deliver Quality Service

- Strategic Objective 4.1: Attract and Acquire a Talented and Diverse Workforce that Reflects the Public We Serve
- Strategic Objective 4.2: Strengthen the Competency, Agility, and Performance of Our Workforce to Align with the Needs of the Public
- Strategic Objective 4.3: Foster an Inclusive Culture that Promotes Employee Well-Being, Innovation, and Engagement
- Strategic Objective 4.4: Enhance Planning and Alignment of Human Resources to Address Current and Future Public Service Needs

Goal 5: Ensure Reliable, Secure, and Efficient Information Technology Services

- Strategic Objective 5.1: Maintain System Performance and the Continuity of Information Technology Services
- Strategic Objective 5.2: Enhance and Execute Plans to Modernize Our Systems
- Strategic Objective 5.3: Incorporate Innovative Advances in Service Delivery
- Strategic Objective 5.4: Continuously Strengthen Our Cyber Security Program

Agency Priority Goals

In support of the Government Performance and Results Modernization Act of 2010, we established four Agency Priority goals (APG). The APGs are 24-month goals, scheduled for completion by the end of fiscal year (FY) 2015. The APGs reflect performance improvement priorities of our executive leadership, as well as those of the Administration.

Our APGs support our overarching strategic goals set forth in our *Fiscal Year 2014-2018 Agency Strategic Plan* (www.socialsecurity.gov/asp). We established the APGs noted below in FY 2014, and we expect to achieve them by the end of FY 2015.

Agency Priority Goals	Strategies to Achieve Priority Goals	External Factors	Goal Leader
Improve access to our services by increasing the number of citizens who complete their business with us online.	Migrate existing online services to the *my* Social Security portal. Work with external partners to promote direct access to online services. Conduct a national marketing campaign targeted toward people approaching retirement age and current beneficiaries.	Availability of information technology resources to add additional services to the *my* Social Security portal and expand direct access through external partners. Stakeholder and advocacy groups acceptance of the *my* Social Security portal.	Robin Sabatino Associate Commissioner (Acting), Office of Electronic Services and Technology, Office of Operations
Deliver a world-class customer experience by expanding the use of video technology to hold hearings.	Update systems and infrastructure to improve the quality of video hearings. Increase marketing and educational information. Pursue policy and business process changes to maximize efficiency.	Availability of information technology resources. Stakeholder acceptance of video hearings. Public reaction to regulatory changes regarding video hearings.	Jim Borland Assistant Deputy Commissioner, Office of Disability Adjudication and Review

Agency Priority Goals	Strategies to Achieve Priority Goals	External Factors	Goal Leader
Provide the public with access to personalized information by increasing the number of established *my* Social Security accounts.	Enhance services provided online through the *my* Social Security portal. Increase marketing and educational activities to promote *my* Social Security. Pilot quick-service customer service stations in field offices. Increase number of customer service stations in external partner sites that provide full suite of Social Security online services.	Budget constraints could affect our ability to migrate additional services to the *my* Social Security portal and impede our ability to implement new features.	Robin Sabatino Associate Commissioner (Acting), Office of Electronic Services and Technology, Office of Operations
Reduce the percentage of improper payments made under the Supplemental Security Income (SSI) program.	Increase the volume of our program integrity workloads. Enhance and expand use of technology to reduce improper payments. Pursue new initiatives and program improvements to the extent funding is available. Ensure that we design new initiatives to produce measurable outcomes through well-developed evaluation plans.	Dependence upon SSI recipients and deemors (i.e., those whose income and assets are considered for SSI eligibility and payment amount) timely reporting changes in income and resources. Increase in job growth may result in more SSI recipients working and not reporting their wages timely. Budgetary constraints determine the number of redeterminations we may conduct.	Nancy J. Martinez Associate Commissioner, Office of Income Security Programs, Office of Retirement and Disability Policy

Cross-Agency Priority Goals

Established by the Government Performance and Results Modernization Act of 2010, Cross-Agency Priority (CAP) goals accelerate progress on presidential priority areas. Multiple agencies actively collaborate to achieve results in these areas.

The Office of Management and Budget established CAP goals based on input from federal agencies and congressional committees. These goals reflect the President's second-term priorities. They were announced in the 2015 budget and have a four-year timeframe. There are 15 CAP goals (noted in the chart below): 7 mission-oriented and 8 management-focused goals.

Each CAP goal has two senior leaders – one within the Executive Office of the President and one within key delivery agencies. The Social Security Administration and Office of Management and Budget co-lead the Customer Service CAP goal.

Per the Government Performance and Results Modernization Act requirement to address CAP goals in the agency strategic plan, the annual performance plan, and the annual performance report, please refer to Performance.gov (www.performance.gov) for our contributions to the CAP goals and progress, where applicable.

Mission-oriented Goals	
	Cybersecurity
	Climate Change (Federal Actions)
	Insider Threat and Security Clearance
	Job-Creating Investment
	Infrastructure Permitting Modernization
	STEM Education
	Service Members and Veterans Mental Health

Management-focused Goals	
	Customer Service
	Smarter IT Delivery
	Strategic Sourcing
	Shared Services
	Benchmark and Improve Mission-Support Operations
	Open Data
	Lab-To-Market
	People and Culture

Performance Measures at a Glance

These tables are a summary of our fiscal year (FY) 2015 and FY 2016 performance measures and FY 2014 performance results. We organized the measures based on the strategic goals and objectives they support in the *Fiscal Year 2014-2018 Agency Strategic Plan* (www.socialsecurity.gov/asp) and indicated which measures are Agency Priority Goals (APG). We identify our budgeted workload measures as BWM. A listing of acronyms for the responsible officials is in Appendix E, Summary of Key Management Officials' Responsibilities.

Strategic Goal 1: Deliver Innovative, Quality Services

Strategic Objective 1.1: Develop and Increase the Use of Self-Service Options

Strategic Objective 1.1 Lead: DCO

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
1.1a APG	Improve access to our services by increasing the number of citizens who complete their business with us online	70.8 million transactions Met	Increase the number of citizens completing business online by 10% over FY 2013 (50.9 million transactions)	Increase the number of citizens completing business online by 10% over FY 2014 (77.8 million transactions)	TBD	DCO	39

Strategic Objective 1.2: Enhance the Customer Experience by Completing Customers' Business at the First Point of Contact

Strategic Objective 1.2 Lead: DCO

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
1.2a APG	Deliver a world-class customer experience by expanding the use of video technology to hold hearings	28% Met	28% of hearings conducted by video	30% of hearings conducted by video	TBD	DCDAR	43

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
1.2b	Expand the services available under *my* Social Security by implementing an online Social Security Number Replacement Card application	Project timeline was adjusted to accommodate pending changes to regulations and contract Not Met	Complete planning and analysis for implementing an online Social Security Number Replacement Card application	Complete development and begin testing of the online Social Security Number Replacement Card application	Begin implementation of the online Social Security Number Replacement Card application	DCO	43
1.2c	Maintain high customer satisfaction with our online services	83 Met	Maintain an average customer satisfaction score of at least 80	Maintain an average customer satisfaction score of at least 80	Maintain an average customer satisfaction score of at least 80	DCO	44
1.2d APG	Provide the public with access to personalized information by increasing the number of established *my* Social Security accounts	6.14 million new accounts Not Met	Increase the number of customers who sign up for *my* Social Security by 15% over FY 2013 (7.27 million new accounts)	Increase the number of customers who sign up for *my* Social Security by 15% over FY 2014 (7.06 million new accounts)	TBD	DCO	45
1.2e BWM	Complete the budgeted number of retirement, survivors, and Medicare claims	5,023,533[1] Met	5,131,000 (4,990,259 rec'd)	5,247,000	5,434,000	DCO	46
1.2f BWM	Achieve the target speed in answering National 800 Number calls	1,323 seconds Not Met	1,020 seconds	700 seconds	545 seconds	DCO	46
1.2g BWM	Achieve the target busy rate for National 800 Number calls	13.5% Met	14%	8%	2%	DCO	47

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[1] Performance results are based on actual receipts because actual receipts were lower than the target.

Strategic Objective 1.3: Partner with Other Agencies and Organizations to Improve Customers' Experience and Align with the Administration's One-Government Approach

Strategic Objective 1.3 Lead: DCO

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
1.3a	Minimize the average response time to deliver medical evidence to the Department of Veteran Affairs (VA) for wounded warriors and veterans	5.9 days Not Met	Deliver medical evidence to the VA within an average of 5 days	Deliver medical evidence to the VA within an average of 5 business days	Deliver medical evidence to the VA within an average of 5 business days	DCO	51
1.3b	Partner with the Department of Health and Human Services (HHS) and the VA to better serve the homeless population	In FY 2014, we worked with our federal partners to draft a list of key strategies for facilitating access to Supplemental Security Income (SSI) and Social Security Disability Insurance benefits for persons experiencing homelessness Met	Partner with HHS and VA to draft a federal best-practices model for facilitating access to Supplemental Security Income (SSI) and Social Security Disability Insurance benefits			DCRDP	52

Strategic Objective 1.4: Evaluate Our Physical Footprint to Incorporate Improved Service Options

Strategic Objective 1.4 Lead: DCBFQM/DCO

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
1.4a	Evaluate our physical footprint as described in our OMB-approved Real Property Cost Savings and Innovation Plan	We have issued colocation guidelines to the regions. Met	Evaluate potential opportunities for colocating and consolidating our public service facilities within and outside of the Social Security Administration (SSA)	Reduce our physical footprint from our FY 2012 level by 1.86 million usable square feet	Reduce our physical footprint from our FY 2012 level by TBD[2] usable square feet	DCBFQM DCO DCDAR	55

[2] We will determine this measure once we receive OMB guidance for and develop the FY 2016 Real Property Cost Savings and Innovation Plan.

Strategic Goal 2: Strengthen the Integrity of Our Programs

Strategic Objective 2.1: Transform the Way We Record Earnings to Enhance Data Accuracy

Strategic Objective 2.1 Lead: DCS

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
2.1a	Redesign our earnings system to improve the accuracy and timeliness of the earnings data used to calculate benefits	We released the Annual Wage Reporting system on 02/08/2014 Met	Complete construction of at least 50% of the redesigned functionality to process Forms W-2 within the Annual Wage Reporting system	Implement the redesigned functionality to process Forms W-2 within the Annual Wage Reporting system by 09/30/2015	Implement the redesigned functionality to process Forms W-2c (Corrections) within the Annual Wage Reporting system by 09/30/2016	DCS	60

Strategic Objective 2.2: Protect the Public's Data and Provide Secure Online Services

Strategic Objective 2.2 Lead: DCO

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
2.2a	Implement a fraud and integrity unit to protect the public's data	Fraud Analysis and Coordination Team unit was established in August 2013 and expanded from 6 to 10 unit employees in early FY 2014 Met	Establish the *my Social Security* Fraud Analysis and Coordination Team			DCO	64

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
2.2b	Enhance our security features and business processes to prevent and detect fraud	Using Public Facing Integrity Review data, we were able to create and implement the routing transit number blocking process Met	Expand the Public Facing Integrity Review system to more rapidly detect a greater variety of fraudulent Internet transactions	Increase *my Social Security* potential fraud referrals through Public Facing Integrity Review system to the Office of Operations by 10%	Increase *my Social Security* potential fraud referrals through Public Facing Integrity Review system to the Office of Operations by 10%	DCO	64

Strategic Objective 2.3: Increase Payment Accuracy

Strategic Objective 2.3 Lead: DCO

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
2.3a APG	Reduce the percentage of improper payments made under the SSI program	Data available April 2015 TBD	No more than 6.2% of all payments made under the SSI program are improper payments (i.e., overpayments and underpayments)	No more than 6.2% of all payments made under the SSI program are improper payments (i.e., overpayments and underpayments)	TBD	DCRDP	71
2.3b	Maintain the low percentage of improper payments made under the Old-Age, Survivors, and Disability Insurance program	Data available April 2015 TBD	No more than 0.4% of all payments made under the Old-Age, Survivors, and Disability Insurance program are improper payments (i.e., overpayment and underpayments)			DCRDP	72

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
2.3c NEW	Maintain a high accuracy rate of payments made through the Old-Age, Survivors, and Disability Insurance program to minimize improper payments			99.8% (O/P)	99.8% (O/P)	DCRDP	73
				99.8% (U/P)	99.8% (U/P)		
2.3d BWM	Complete the budgeted number of full medical continuing disability reviews (CDR)	525,875	510,000	790,000	908,000	DCO	74
		Met					
2.3e BWM	Complete the budgeted number of Supplemental Security Income (SSI) non-medical redeterminations	2,627,518	2,622,000	2,255,000	2,622,000	DCO	74
		Met					

Strategic Goal 3: Serve the Public through a Stronger, More Responsive Disability Program

Strategic Objective 3.1: Improve the Quality, Consistency, and Timeliness of Our Disability Decisions

Strategic Objective 3.1 Lead: DCRDP

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
3.1a	Expedite cases for the most severely disabled individuals by achieving the target percentage of initial disability cases identified as Quick Disability Determinations or Compassionate Allowances	6.6% / Met	6.5%			DCRDP	79
3.1b	Ensure the quality of our decisions by achieving the disability determination services (DDS) decisional accuracy rate for initial disability decisions	98% / Met	97% decisional accuracy	97% decisional accuracy	97% decisional accuracy	DCO	79
3.1c	Ensure the quality and consistency of our hearing decisions by randomly reviewing a percentage of cases using an inline review process	2.4% / Met	Randomly review 0.1% of our hearing decisions			DCDAR	80

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
3.1d	Increase our ability to provide timely decisions by focusing on our oldest cases first	98% Not Met	Make decisions on 99.5% of cases that start the year 310 days or older			DCDAR	80
3.1e	Increase our ability to provide timely decisions by reducing the percentage of pending Appeals Council requests for review 365 days old or older	16% Met	21% or less of cases pending 365 days or older	80% of cases pending less than 365 days	81% of cases pending less than 365 days	DCDAR	81
3.1f BWM	Complete the budgeted number of initial disability claims	2,861,895 Not Met	2,947,000	2,767,000	2,773,000	DCO	81
3.1g BWM	Complete the budgeted number of disability reconsideration claims	757,198 Not Met	778,000	739,000	719,000	DCO	82
3.1h BWM	Complete the budgeted number of hearing requests	680,963 Not Met	735,000	727,000	829,000	DCDAR	82
3.1i BWM	Achieve the target number of initial disability claims pending	632,656 Met	642,000	621,000	628,000	DCO	82
3.1j BWM	Achieve the target number of disability reconsiderations pending	170,255 Met	174,000	143,000	144,000	DCO	83
3.1k BWM	Average processing time for initial disability claims	110 days Not Met	109 days	109 days	107 days	DCO	83

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
3.1l BWM	Average processing time for reconsiderations[3]	108 days				DCO	84
3.1m BWM	Average processing time for hearings decisions	422 days Not Met	415 days	470 days	490 days	DCDAR	84
3.1n BWM	Achieve the budgeted goal for disability determination services (DDS) case production per workyear	311 Not Met	319	313	317	DCO	85
3.1o BWM	Achieve the budgeted goal for hearing case production per workyear	102 Not Met	106	104	106	DCDAR	85

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[3]The average processing time for disability reconsiderations performance measure was under development in FY 2013. We began tracking actual data in September 2013. The overall average processing time for disability reconsiderations in FY 2014 is 108 days. We will develop a performance target for this measure in FY 2016 after we have had the ability to analyze at least two years of actual data.

Strategic Objective 3.2: Maximize Efficiencies throughout the Disability Program

Strategic Objective 3.2 Lead: DCS

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
3.2a	Improve the disability determination process by increasing the percentage of initial disability claims with health information technology (IT) medical evidence	3% (84,779 initial claims) Met	2.5% of initial disability claims with health IT medical evidence (75,000 initial claims)	6% of processed initial disability claims with health IT medical evidence (164,820 initial claims)	8% of processed initial disability claims with health IT medical evidence (220,100 initial claims)	DCS	88

Strategic Objective 3.3: Enhance Employment Support Programs and Create New Opportunities for Returning Beneficiaries to Work

Strategic Objective 3.3 Lead: DCRDP

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
3.3a	Achieve the target number of beneficiaries participating in the Ticket to Work program who begin earning above a certain level	Data available April 2015 TBD	1,300 beneficiaries			DCRDP	92

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
3.3b NEW	Increase the number of beneficiaries returning to work by achieving the target number of Social Security Disability Insurance and Supplemental Security Income disability beneficiaries with Tickets assigned and in use, who work above a certain level			50,000 beneficiaries	55,000 beneficiaries	DCRDP	92

Strategic Goal 4: Build a Model Workforce to Deliver Quality Service

Strategic Objective 4.1: Attract and Acquire a Talented and Diverse Workforce that Reflects the Public We Serve

Strategic Objective 4.1 Lead: DCHR

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
4.1a	Maintain the target veteran and disabled veteran new hire percentage to improve their representation in our workforce	41.28% Veterans	25.00% Veterans	25.00% Veterans	25.00% Veterans	DCHR	95
		Met					
		19.68% Disabled Veterans	16.49% Disabled Veterans	17.50% Disabled Veterans	17.50% Disabled Veterans		
		Met					
4.1b	Achieve the target on-board representation of employees with targeted disabilities	2%	2%	2%	2%	DCHR	96
		Met					

Strategic Objective 4.2: Strengthen the Competency, Agility, and Performance of Our Workforce to Align with the Needs of the Public

Strategic Objective 4.2 Lead: DCHR

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
4.2a	Reduce skills gaps for leaders and potential leaders to improve leadership competencies	Reduced skills gaps in critical competencies	Reduce skills gaps in Leadership Development Program participants in at least two critical competencies			DCHR	100
		Met					

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
4.2b	Reduce skills gaps in mission-critical occupations to improve general and technical competencies	Assessed human resources specialists to identify skills gaps Met	Assess skills gaps for human resources specialists			DCHR	100
4.2c NEW	Improve talent management to strengthen the competence of our workforce			Increase the talent management index score to 60%	Increase the talent management index score to 65%	DCHR	101

Strategic Objective 4.3 Foster an Inclusive Culture that Promotes Employee Well-Being, Innovation, and Engagement

Strategic Objective 4.3 Lead: DCHR

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
4.3a	Maintain status as one of the Top 10 Best Places to Work among large agencies in the Federal Government	Top 10 Ranking Met	Achieve a Top 10 Ranking	Achieve a Top 10 Ranking	Achieve a Top 10 Ranking	DCHR	105
4.3b	Achieve the target two-year new hire retention percentage	84% Not Met	Retain 85% of newly hired employees			DCHR	105
4.3c	Increase workplace flexibilities by expanding telework participation among employees	104% increase over FY 2013 levels (8,547 employees) Met	Increase the percentage of employees participating in telework by 100% over FY 2013 (8,200 employees)	Increase the number of employees participating in telework to 16,400 by the end of the fiscal year	Increase the number of employees participating in telework to 20,000 by the end of the fiscal year	DCHR	106

Strategic Objective 4.4: Enhance Planning and Alignment of Human Resources to Address Current and Future Public Service Needs

Strategic Objective 4.4 Lead: DCHR

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
4.4a	Conduct workforce analysis and planning activities to support future workforce transition initiatives	Updated the Organization Health document and completed organizational assessment to support the Human Capital Operating Plan Met	Conduct workforce staffing analysis to support workforce planning efforts			DCHR	111
4.4b	Achieve target number of human capital metrics to ensure progress toward building a model workforce	77% Met	Achieve 75% of the human capital metrics	Achieve 75% of the human capital metrics	Achieve 75% of the human capital metrics	DCHR	111

Strategic Goal 5: Ensure Reliable, Secure, and Efficient Information Technology Services

Strategic Objective 5.1: Maintain System Performance and the Continuity of Information Technology Services

Strategic Objective 5.1 Lead: DCS

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
5.1a	Provide uninterrupted access to our systems during scheduled times of operation	99.97% Met	99.5% availability	99.5% availability	99.5% availability	DCS	114
5.1b	Ensure the continuity of our agency's operations by transitioning information technology (IT) production functions to the National Support Center by FY 2016	Migration planning and preparations are complete. We have taken ownership of the National Support Center and are making progress toward FY 2016 Met	Complete migration planning and preparations			DCS	115

Strategic Objective 5.2: Enhance and Execute Plans to Modernize Our Systems

Strategic Objective 5.2 Lead: DCS

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
5.2a	Enhance systems performance and reliability by upgrading the tele-communications infrastructure in our offices	Upgraded infrastructure to better incorporate new technologies. Met	Complete the infrastructure upgrade to incorporate modern technologies that support future Internet and network capacity needs and new capabilities	Refresh 50% of our network connection devices by September 30, 2015	Refresh 50% of our network connection devices by September 30, 2016	DCS	118
5.2b	Maintain reliable IT services by continually assessing business and infrastructure applications to identify those that are high risk, and determine strategies to renovate, replace, or retire	An analysis of our Application Inventory identified potential modernization project efforts that have business as well as technology impact. Those potential modernization efforts were shared with the DCS/CIO and the Portfolio Executive staff to be considered along with the normal Strategic IT Assessment and Review process Met	Identify high-risk applications and appropriate mitigation strategies Submit proposals to IT Investment selection process			DCS	119

Strategic Objective 5.3: Incorporate Innovative Advances in Service Delivery

Strategic Objective 5.3 Lead: DCS

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
5.3a	Enhance our IT infrastructure by implementing innovative systems accessibility and performance capabilities	Bandwidth-on-Demand capabilities were implemented and are operational at over 75% of agency sites Met	Implement Bandwidth-on-Demand, which will provide us with the ability to increase tele-communications capacity to quickly meet the changing service needs of our offices and clients	Reduce open systems infrastructure size from 1,500 servers to 1,000 servers by September 2015	Modify employee system accessibility by using a single device for systems access from all duty stations; thereby reducing the number of agency workstations and software licenses from 152,000 to 100,000 by 09/30/2016	DCS	122
5.3b	Explore the use of emerging technologies by establishing a testing lab to promote research and development of innovative technology solutions that provide more effective and flexible ways for the public to conduct business with us online and for our employees to complete their work	We are actively supporting new agency electronic initiatives such as customer service stations and an upgraded environment for self-help personal computers Met	Identify and implement new, innovative tools to expand the capabilities of the testing lab to develop solutions that accommodate evolving customer preferences	Conduct three new research projects in emerging technologies such as predictive analytics, cloud, shared services, self-help personal computers, real-time chat, digital analytics, and cognitive computing by September 30, 2015	Conduct three new research projects in emerging technologies such as predictive analytics, cloud, shared services, self-help personal computers, real-time chat, digital analytics, and cognitive computing by September 30, 2016	DCS	123

Strategic Objective 5.4: Continuously Strengthen Our Cyber Security Program

Strategic Objective 5.4 Lead: DCS

Performance Measure		FY 2014 Performance	FY 2014 Target	FY 2015 Target	FY 2016 Target	Responsible Official	Page
5.4a	Provide secure and effective services to the public by improving cyber security performance	We met 3 out of 4 targets. Homeland Security Presidential Directive 12 Compliance - target 75%; results 87% Information Security Continuous Monitoring - target 95%; results 98% Trusted Internet Connections Consolidation - target 95%; results 100% Trusted Internet Connections 2.0 Capabilities - target 100%; results 94% Met	Meet the performance requirements of the Department of Homeland Security's Federal Network Security Compliance and Assurance Program and the Cybersecurity Cross-Agency Priority Goals	Meet the performance requirements of the Department of Homeland Security's Federal Network Security Compliance and Assurance Program and the Cybersecurity Cross-Agency Priority Goals	Meet the performance requirements of the Department of Homeland Security's Federal Network Security Compliance and Assurance Program and the Cybersecurity Cross-Agency Priority Goals	DCS	126

Agency Plans and Performance

Agency Plans and Performance

Setting goals and measuring our achievements is vital to our success. This annual performance report reflects the goals and objectives defined in our *Fiscal Year 2014-2018 Agency Strategic Plan* (www.socialsecurity.gov/asp).

This section presents our five strategic goals, the objectives supporting our goals, the specific key initiatives underway to achieve our goals and objectives, and our performance measures. The performance measures and targets define how we will evaluate our results.

We based our fiscal year (FY) 2016 plans on full funding of the FY 2016 President's Budget.

Strategic Goal 1: Deliver Innovative, Quality Services

We have a long history of exemplary customer service marked by high customer satisfaction. Our high level of customer satisfaction is, in part, the result of our success using technology to improve and expand the services we offer the American public.

We serve the public through multiple channels: in person, telephone, online, and by mail. In FY 2014, we assisted about 40 million field office visitors, handled over 37 million calls through our National 800 Number and 21 million calls in our field offices, registered 6.1 million users for *my* Social Security, processed over 70 million online transactions, and mailed more than 250 million notices.

Technology will not replace our employees or in-person service for customers who require or prefer more personalized service. Our goal is to provide high quality and timely services while offering customers the convenience of interacting with us from anywhere. At the same time, we continue providing telephone and field office options for situations requiring personalized service. We are working to increase customer satisfaction by expanding personalized self-service delivery options, which enable customers to access our services at their convenience.

Strategic Objective 1.1: Develop and Increase the Use of Self-Service Options

In the past few decades, advances in technology have revolutionized the business world, changing the pace of our business processes and increasing our ability to offer innovative service options. In 2007, less than 10 percent of claims were filed online – in FY 2014, more than 52 percent of claims were filed online.

The public expects to complete more business online, and we continue to explore new and improved technologies. As we increase the number and types of self-service solutions, paperless processes, and electronic workflows, we will improve our overall efficiency. As we expand our online options, we will ensure our customers' information remains secure.

While we are expanding the number of services and service delivery options we offer to the public, we continue to provide our customers with their preferred service delivery option, whether it is in person, by telephone, or online.

Strategies

- Expand personal services available under *my* Social Security to include high-volume workloads, such as Social Security number replacement cards;
- Move our online applications under a single customer account registration;
- Accelerate development of additional online products;
- Expand the availability of online applications using responsive design and the use of self-help personal computers available in our offices or community locations;
- Provide direct access to information and notices for individuals and designated third parties;
- Offer electronic delivery of notices and an option to opt out of paper notices; and
- Increase the public's use of self-service options by aggressively promoting and marketing our online applications and services.

Progress Update

The Social Security Administration, in consultation with the Office of Management and Budget (OMB), has highlighted this objective as a focus area for improvement. We took the following steps in FY 2014 to develop and increase our self-service options (see Key Initiatives and Performance Measures for more details):

- Exceeded our online transaction goals in FY 2014 by 40 percent;
- Launched our Social Security Express initiatives – self-help personal computers, customer service stations, and desktop icons;
- Initiated two marketing campaigns to promote online services: "Retire Online" and "Someday";
- Tested a new stand-alone customer service station in selected locations;
- Increased fraud prevention measures for online services; and
- Trained employees on enrolling individuals in *my* Social Security.

Next Steps

- Continue planning, analysis, and development of new applications to put behind the *my* Social Security portal, including:
  - Request a replacement Social Security card;
  - Request an i1099 benefit statement;
  - Request a Medicare replacement card application; and
  - Message center functionality, which will enable secure communications online;
  - SMART Claim application, which will enable customers to file for retirement, disability, and Medicare benefits at the same time
- Evaluate the success of the customer service stations and add additional stations;
- Enhance self-help personal computer options; and
- Conduct and evaluate customer satisfaction surveys to assist in planning future enhancements.

Key Initiatives

Expanding Online Access through Social Security Express

Customers without access to a computer might think they cannot use our online services, but our new service options expand access to our online services. Our Social Security Express initiative provides access to our online services, including my Social Security (www.socialsecurity.gov/myaccount), in our field offices and in external locations. Using these services helps minimize wait times for those visitors who must complete their business with us in person.

Currently, we have three major Social Security Express projects underway:

- **Self-help personal computers** are available in approximately 550 offices nationwide. These computers allow our customers to access our online services using computers inside our offices, enabling customers to complete some transactions without waiting to see a representative.

  In FY 2014, we purchased a new virtual desktop infrastructure technology, which will enable us to troubleshoot these computers remotely. It will reduce the amount of staff time required to maintain our current self-help personal computers. By summer 2015, we plan to replace all the existing self-help personal computers with the new virtual infrastructure and add additional self-help personal computers, bringing the usage to about 650 field offices nationwide.

- **Desktop icons** provide a direct link from a public computer to our online services. These icons are available to external partner sites, such as libraries and senior centers. Users can access the same services that are available through the self-help personal computers in our field offices.

- **Customer service stations** are stand-alone units, containing a computer with a touch screen monitor and video access enabling the user to have real-time contact with a representative, if needed. The unit also contains the following features:

  - A scanner, enabling customers to scan and upload identification (ID) documents (up to passport size);
  - A printer, enabling customers to print verification letters. (If the customer does not take the document within 10 seconds, the printer retracts the document and stores it for employees to destroy); and
  - A pressure sensitive floor mat that begins the computer session when a person steps on it. (If the customer steps away without personally ending the session, the system will begin a 10-second countdown and end the session automatically.)

Leveraging *my* Social Security

To date, we have over 45,000 web pages, 20 online services, information in 18 languages, and a presence on several social media sites. We host 17 million visits to our website each month! Our customers are demanding more online services, and we are responding as quickly as possible, while ensuring my Social Security (www.socialsecurity.gov/myaccount) remains secure and easy to use.

Current features enable Social Security disability and Supplemental Security Income beneficiaries to access their benefit verification letters, payment histories, and earnings records instantly. Beneficiaries can also change their address and start or change direct deposit information online. Since it launched in 2012, *my* Social Security has more than 14.4 million registered users and consistently ranks as one of the top 10 in customer satisfaction for all federal websites.

Work is now underway on a new feature called SMART Claim that will allow our customers to file a claim for retirement, disability, and Medicare benefits using a single application within *my* Social Security by the end of FY 2016.

Additional features planned for *my* Social Security and SMART Claim in FY 2015 and into FY 2016 include:

- Social Security number replacement card requests;
- New secure customer engagement tools, including a secure message center, alerts and notifications;
- An alternate path allowing customers to complete their applications online, if they are unable to register for or do not have a *my* Social Security account;
- Online continuing disability review notification and response options for beneficiaries; and
- A claims appeal path.

Expanding Our Nationwide Marketing Campaign

We use public service announcements on television and radio, printed leaflets, billboards, bus posters, and displays in airport terminals to promote our online services. We also use social media to direct customers to our online service options. Our mailed Social Security Statements also encourage people to create *my* Social Security accounts. Additionally, our local offices find creative and cost-effective ways to inform the community about the advantages of using our online services.

We work with a broad network of national organizations, advocacy groups, and other stakeholders to promote our online services. A few examples of organizations in our network include other federal agencies, congressional offices, American Association of Retired Persons, Society for Human Resource Management, National Urban League, and American Library Association. Our audiences include individuals who are aged or disabled, claimants' representatives, financial planners, human resource managers, and our colleagues from other federal agencies and state, local, and tribal governments. We have a database of almost 12,000 contacts who promote our online services. We also produce webinars and webcasts. These efforts increase our customers' awareness of our online services and the benefits of these services.

In the beginning of FY 2014, we conducted a two-month Retire Online campaign to motivate more people to apply for retirement benefits online. We also conducted a *my* Social Security campaign to support our goal of reaching 7.2 million new *my* Social Security accounts in FY 2014. We sent email blasts and post cards to targeted beneficiaries and provided an article advertising *my* Social Security and emphasizing the benefits of the portal to our network of contacts for online and print publication. We also promoted *my* Social Security using online display ads and billboards.

To promote *my* Social Security in FY 2014, we produced three television and radio public service announcements, which began airing in August 2014. We updated *my* Social Security promotional materials to incorporate the messages and theme of the public service announcements. We expect to involve other agencies and organizations and continue to build relationships as part of our outreach. In FY 2014, we also participated in over 50 national conferences and continued to coordinate *my* Social Security signup events. From April 1, 2014 to September 30, 2014, we participated in 1,731 *my* Social Security sign-up events with over 215,899 individuals attending and we assisted the public in creating 26,619 accounts. In FY 2015, we plan to participate in national conferences, host or cohost webinars and webcasts with other federal partners, advocacy groups, and national organizations, and conduct quarterly conference calls with advocates.

People who visit our website (www.socialsecurity.gov) by smartphones can access a mobile-friendly version of our frequently asked questions and publications in both English and Spanish. In addition, visitors to the mobile site can learn how to create a personal *my* Social Security account and connect with us on Facebook, Twitter, YouTube, and Pinterest.

We redesigned the cover page of the mailed Social Security Statement and resumed mailing Statements to certain individuals beginning in September 2014. We will continue marketing our online services with an emphasis on encouraging individuals to sign up for a *my* Social Security account.

Social Media Use by Age Group Over Time
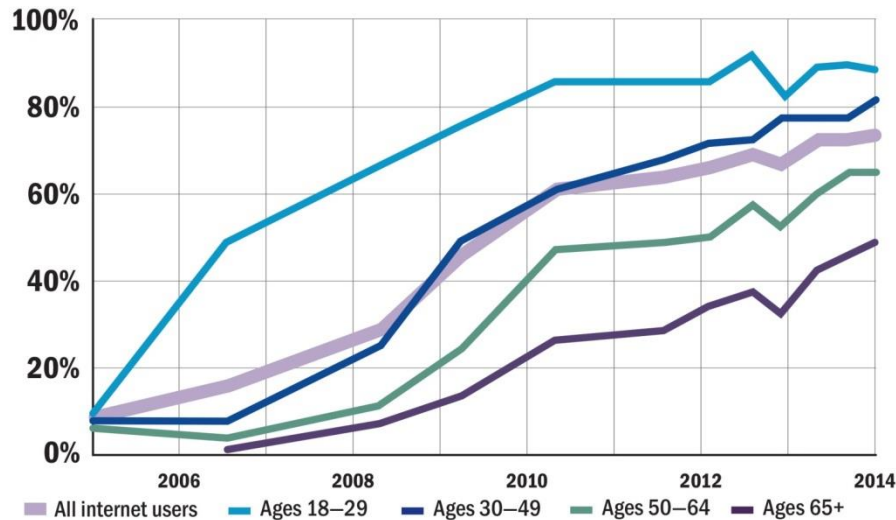
Source: Pew Research Center Internet Project Survey, January 2014.

Enhancing iAppeals

iAppeals is an online appeals application, released in FY 2007, allowing claimant representatives to request a hearing online. In FY 2015, we will improve the existing application to simplify the user experience and enable users to complete the full application online. We will enhance the application's usability and streamline the application process by reducing redundant keying and providing clearer navigation.

Users will also have the option to submit additional forms and documents online. These changes will contribute to a more efficient and functional application that will allow users to submit a complete hearing request at first contact.

External Factors

The following external factors may affect our efforts to develop and increase the use of self-service options:

- Dramatic increase in mobile and broadband Internet access is driving public expectation for instantaneous service via multiple service delivery channels; and
- Input from external entities (e.g., advocacy groups, professional groups, and state, local, and other federal agencies) can influence our decisions on self-service options.

Performance Measure – Strategic Objective 1.1

1.1a: Improve access to our services by increasing the number of citizens who complete their business with us online (Agency Priority Goal)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance		13.5 million	16.0 million	21.8 million	46.3 million	70.8 million		
Target						Increase the number of citizens completing business online by 10% over FY 2013 (50.9 million transactions)	Increase the number of citizens completing business online by 10% over FY 2014 (77.8 million transactions)	TBD
Target Met						Met		

Results: We significantly exceeded our FY 2014 target.

Data Definition: Online services usage for *my* Social Security suite, *my* Social Security Help Desk-Call Back, Pre-entitlement – Informational Services (excludes visits to Social Security Online, Frequently Asked Questions, and Field Office Locator), Entitlement – Claims & Appeals, and Post Entitlement. In FY 2014, our customers conducted 70.8 million online transactions.

Data Source: Social Security, Office of Electronic Services and Technology Intranet site: eServices Statistics (http://eis.ba.ssa.gov/oesweb/mi_space/index.html)

Strategic Objective 1.2: Enhance the Customer Experience by Completing Customers' Business at the First Point of Contact

Whether customers call, visit us in person, or use our website, they expect to get accurate information and quickly complete their business without the need to recontact us. As more customers expect to complete their business online or through other self-service channels, we are focusing on improved call routing, video service delivery, and ongoing employee training to ensure we complete transactions efficiently and accurately at the first point of contact.

Strategies

- Implement online support options, including click-to-talk, screen sharing, and instant messaging;
- Integrate our online applications, such as the streamlined online disability application; and
- Increase the use of video service.

Progress Update

We took the following steps in FY 2014 to help ensure our customers can complete their business during their first contact with us (see Key Initiatives and Performance Measures for more details):

- Conducted market research and benchmarking for online support tools to identify potential vendors for these tools;
- Completed a business process description for integrating our online applications;
- Developed a quarterly video use report so we can review video usage patterns and move video units to locations with more demand;
- Piloted a new video infrastructure to improve the equipment's quality and reliability, making video a more desirable option for the public; and
- Enabled receipt of credit and debit card payments for certain processing fees, enabling customers to complete these types of transactions in a single visit.

Next Steps

- Begin planning and analysis phase for messaging functionality within *my* Social Security to allow for two-way communication between our customers and service representatives;
- Begin planning and analysis phase of SMART Claim, enabling customers to apply for all benefits with a single application;
- Determine how environmental factors in hearing rooms affect video quality, and update hearing rooms accordingly; and
- Assess the impact of new scheduling regulations to determine impact on video hearings.

Key Initiatives

Implementing Online Social Security Number Replacement Card Application

Replacing Social Security number cards is one of our most requested services. In FY 2014 alone, we issued approximately 10 million replacement cards in field offices and Social Security card centers across the country.
This workload is significant, highly sensitive, and sometimes complex, often requiring in-person interviews. In FY 2014, we began work to enable *my* Social Security users over the age of 18 who are U.S. citizens with U.S. mailing addresses, and have no changes to their records to apply online for a replacement Social Security number card.

We expect to roll out this new feature to select states in FY 2016, enabling users to avoid travel time, wait time, and in-person interviews. The application will provide users with a secure way to request replacement Social Security number cards online and will allow our employees more time to process other workloads.

Establishing the Social Security Electronic Remittance System

Currently, customers can pay preapproved standard service fees, such as those for copying electronic or paper folders, only by check or money order. Our new electronic remittance system will enable payment by credit and debit card. Because we must receive payment before we can complete the customer's request, the new system will allow us to process transactions immediately. Customers will be able to request service, make payment, and receive service promptly in cases where the files are readily accessible.

The Social Security Electronic Remittance System is currently in production in select field offices, and we expect full implementation in all field offices by the end of the first quarter of FY 2015. In a later phase of this project, we plan to handle other types of collections through this system.

Increase Video Hearings

We have held over one million video hearings to date. Video hearings play a critical role in our disability adjudication process by enabling some claimants to participate in a hearing nearer their homes. We conduct video hearings in hearing offices, permanent remote sites, claimant-only sites inside field offices, National Hearing Centers, and through select representatives participating in the Representative Video Project. Video hearings allow our administrative law judges to spend less time traveling to hearings and more time hearing and deciding cases. Additionally, we are able to balance our hearings workloads by electronically transferring cases to offices that have shorter wait times.

We will continue to expand and improve video hearing services in FY 2015 and FY 2016 by replacing our existing, aging technology with cutting-edge, high-quality equipment. We also plan to increase marketing and educational information to emphasize the benefits of video hearings and pursue policy and business process changes to maximize efficiency.

Expanding Video Service Delivery

Some of our customers live in areas with limited public transportation and have difficulty getting to our field offices. Video service delivery allows us to provide services to our customers at convenient third-party sites, such as hospitals, libraries, community centers, American Indian tribal centers, and homeless shelters. Video services reduce time and costs for traveling to remote locations.

In FY 2013, we provided 20 video units for disability determination services (DDS) offices, allowing them to conduct video disability hearings and video consultative exams. Additionally, we installed 20 video units in other third party sites to assist veterans in Wounded Warrior programs and reduce our travel expenses.

To support a projected increase in DDS disability hearing workloads (i.e., appeals of continuing disability review decisions), we are relocating 35 existing video units to offices where there is a greater need. In FY 2014, and into FY 2015, we will expand video service delivery by an additional 133 desktop units to increase our capacity for conducting video hearings, expanding video remote interpreting services and video support for other work efforts. In FY 2016, we will analyze the benefits of video service delivery and explore more cost efficient technology.

Highlighting Section 504

Section 504 of the *Rehabilitation Act of 1973* requires federal agencies to provide individuals with disabilities meaningful access to programs and services. We created The Center for Section 504 Compliance in 2013 to centralize our Section 504 compliance efforts.

In FY 2014, we focused our efforts on developing processes that improved customer service and helped prevent discrimination complaints and lawsuits. Our results include:

- Developed policy guidance for direct-service offices;
- Developed an automated system, iAccommodate, for receiving and processing accommodation requests from our customers;
- Implemented a broad communication strategy;
- Provided additional training for our employees; and
- Launched a national 800 number our customers can use to notify us of their accommodation needs.

In FY 2015, the Center for Section 504 Compliance will enhance the functionality of iAccommodate by integrating with other internal systems, as needed, to meet our customers' needs.

Providing Real-Time Assistance to Online Users

We are dedicated to delivering world-class customer service to all of our customers, including our online users. In May 2014, we celebrated 20 years of online services.

In FY 2013, we implemented a help desk to provide near real-time telephone support for users of *my* Social Security online services. Users can receive support by calling the National 800 Number or using a web-based form to request a call back from us.

We are developing a suite of customer engagement tools that will allow *my* Social Security account users to receive alerts, messages, and agency announcements through a secure, personalized Message Center. Additionally, we will add click-to-communicate technologies and screen-sharing, allowing anyone navigating our website to click a link to communicate with us.

External Factors

The following external factor may affect our efforts to enhance the customer experience by completing customers' business at the first point of contact:

- The effectiveness of video service delivery expansion relies on our customers' acceptance of its use.

Performance Measures – Strategic Objective 1.2

1.2a: Deliver a world-class customer experience by expanding the use of video technology to hold hearings (Agency Priority Goal)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	16.5%	20.3%	20.1%	22.8%	26.1%	28%		
Target						28% of hearings conducted by video	30% of hearings conducted by video	TBD
Target Met						Met		

Results: We met our FY 2014 target.

Data Definition: The percentage of total video hearings held during the fiscal year that were video hearings. We derived the percentage by dividing the total number of video hearings held during the fiscal year by the total number of hearings held during the fiscal year.

Data Source: Case Processing Management System

1.2b: Expand the services available under *my* Social Security by implementing an online Social Security Number Replacement Card application

Fiscal Year	2014	2015	2016
Performance	Project timeline was adjusted to accommodate pending changes to regulations and contract		
Target	Complete planning and analysis for implementing an online Social Security Number Replacement Card application	Complete development and begin testing of the online Social Security Number Replacement Card application	Begin implementation of the online Social Security Number Replacement Card application
Target Met	Not Met		

Results: We did not meet our FY 2014 target.

Data Definition: FY 2014 - Completion of the planning and analysis portion of the project as defined by the System Development Lifecycle on the Project Resource Guide Intranet website (http://pride.ssahost.ba.ssa.gov/Planning_and_Analysis/default.cfm)

Data Source: Completed Project Scope Agreement and System Development Plan

1.2c: Maintain high customer satisfaction with our online services

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance		81	81	82	82	83		
Target						Maintain an average customer satisfaction score of at least 80	Maintain an average customer satisfaction score of at least 80	Maintain an average customer satisfaction score of at least 80
Target Met						Met		

Results: We exceeded our FY 2014 target.

Data Definition: Average American Customer Satisfaction Index score for the Social Security Administration's (SSA) online services. Note that Average American Customer Satisfaction Index reports their data quarterly, based upon the calendar year. For this measure to be consistent with the fiscal year, we deviate from the Average American Customer Satisfaction Index time-period and use the fiscal year quarters. As a result, there may be some deviation from Average American Customer Satisfaction Index published documents and the measure reported here.

Data Source: Table entitled "SSA Average Satisfaction Score" found on the Office of Electronic Services and Technology Intranet site (http://eis.ba.ssa.gov/oesweb/web_analytics/ACSI/index.html)

1.2d: Provide the public with access to personalized information by increasing the number of established *my* Social Security accounts (Agency Priority Goal)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance					6.32 million new accounts	6.14 million new accounts		
Target						Increase the number of customers who sign up for *my* Social Security by 15% over FY 2013 (7.27 million new accounts)	Increase the number of customers who sign up for *my* Social Security by 15% over FY 2014 (7.06 million new accounts)	TBD
Target Met						Not Met		

Results: We did not meet our FY 2014 target.

Data Definition: The target is calculated as a percentage increase over the previous year's actual results. Thus, the FY 2015 target was calculated by taking the FY 2014 actual registrations (6.14 million) and increasing it by 15%, resulting in a target of 7.06 million.

Data Source: Office of Electronic Services and Technology, Division of Authentication

1.2e: Complete the budgeted number of retirement, survivors, and Medicare claims (Budgeted Workload Measure)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	4,742,218	4,700,990[1]	4,877,955	5,001,092	5,006,855[1]	5,023,533[1]		
Target	4,543,000	4,718,000 (4,658,124 rec'd)	4,590,000	4,918,000	5,269,000 (4,952,591 rec'd)	5,131,000 (4,990,259 rec'd)	5,247,000	5,434,000
Target Met	Met	Met	Met	Met	Met	Met		

Results: We met our FY 2014 target.

Data Definition: The number of retirement, survivors, and Medicare claims completed in the current fiscal year.

Data Source: Social Security Administration's Cost Analysis System

1.2f: Achieve the target speed in answering National 800 Number calls (Budgeted Workload Measure)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	245 seconds	203 seconds	180 seconds	294 seconds	617 seconds	1,323 seconds		
Target	330 seconds	269 seconds	267 seconds	285 seconds	535 seconds	1,020 seconds	700 seconds	545 seconds
Target Met	Met	Met	Met	Not Met	Not Met	Not Met		

Results: We did not meet our FY 2014 target.

Data Definition: We calculate the speed of answering by dividing the wait time of all National 800 Number calls answered by agents by the number of all National 800 Number calls answered by agents in the fiscal year. Wait time begins from the time we transfer the caller to the agent queue (waiting for an agent) and continues until an agent answers the call.

Data Source: Data generated by Cisco Intelligent Contact Management system

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[1] Performance results are based on actual receipts because actual receipts were lower than the target.

1.2g: Achieve the target busy rate for National 800 calls (Budgeted Workload Measure)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	8.0%	5.0%	3.0%	5.0%	11.9%	13.5%		
Target	10.0%	8.0%	6.0%	6.0%	16.0%	14%	8%	2%
Target Met	Met	Met	Met	Met	Met	Met		

Results: We met our FY 2014 target. Less than 14 percent of calls to the National 800 Number received a busy message in FY 2014.

Data Definition: We calculate the agent busy rate as the number of National 800 Number busy messages divided by the number of National 800 Number calls requesting agent service in the fiscal year. The caller receives a busy message when the number of calls offered exceeds the number of telephone lines available or when the agent queue has reached its maximum capacity of waiting calls.

Data Source: Data generated by Cisco Intelligent Contact Management system

Strategic Objective 1.3: Partner with Other Agencies and Organizations to Improve Customers' Experience and Align with the Administration's One-Government Approach

Many people seeking benefits from us also interact with other agencies and private organizations. By partnering with other agencies, community-based organizations, tribal governments, and the private sector, we can improve our customers' experiences. We can learn from each other, share data, and develop processes that help our customers access services more quickly and easily.

Strategies

- Implement Social Security Express to provide service using self-service customer service stations in community locations;
- Provide Social Security services through other government agencies, community-based organizations, tribal governments, and private organizations that serve our customers;
- Increase collaboration with the Department of Defense (DoD) and Department of Veterans Affairs (VA) to improve processes for veterans and service members; and
- Improve information sharing among other government agencies for records, data, and other information.

Progress Update

We took the following steps in FY 2014 to improve customers' experience through partnerships with other agencies (see Key Initiatives and Performance Measures for more details):

- Launched our Social Security Express initiatives – self-help personal computers, customer service stations and desktop icons, which enable online access to our services from other community and governmental agencies;
- Began two key collaborations with the DoD to receive medical information; and
- Established an information exchange agreement with the VA that expedites receiving medical information.

Next Steps

- Complete testing on the desktop icon and self-service station initiatives and implement enhancements based on test results; and
- Collaborate with the VA and DoD to expand data exchanges, thus simplifying the benefits application process for veterans and their families.

Key Initiatives

Expand Our Partnerships with External Organizations

Our Social Security Express initiative currently includes two self-service options that allow the public to complete their business from external partner locations (local, state, or federal government agencies such as the VA or the Department of Housing and Urban Development). Those self-service options are:

- A Social Security Express icon installed on the partner sites' desktop computers, enabling access to our online services; and
- A customer service station, containing a desktop computer and a printer, offering limited online services and video assistance from one of our employees.

In FY 2013, we launched the program, and 25 partner sites downloaded the Social Security Express icon to the desktops of their public computers. In FY 2014, we expanded our partnership to 168 sites.

In FY 2014, we installed one customer service station in a field office as a proof of concept and implemented three additional customer service stations in three external partner sites. By the middle of FY 2015, we expect to add three additional customer service stations, bringing the total to seven.

The customer service stations allow us to offer our services in locations other than field offices, providing an additional vehicle for service delivery to our customers and reducing foot traffic in our field offices. We will evaluate usage levels and customer satisfaction from our proof of concept. If the proof of concept is successful, we will make modifications based on customer feedback and proceed with a pilot.

Expanding the Virtual Lifetime Electronic Record

In April 2009, the DoD and VA launched the Virtual Lifetime Electronic Record (www.prim.osd.mil/init/vler.html) initiative to create a unified lifetime electronic health record for members of the Armed Services. We are working closely with both agencies to ensure we address service members and veterans' needs as seamlessly as possible when applying for Social Security benefits by fully automating access to medical records.

In FY 2014 and FY 2015, we plan to enhance the clinical content available for health information technology (IT) exchange, continue to evaluate the integration of our eAuthorization initiative into the health IT solution, and pilot a health IT exchange. eAuthorization allows for electronic signature on our Authorization to Disclose Information, Form SSA-827. The health IT exchange will provide our veterans, service members, and their families with a high level of customer service and will enable greater decision support for examiners, thereby improving the overall case processing time. We will implement the national rollout plan in FY 2016 in collaboration with the DoD and VA.

Strengthening the Social Security Number Application Process

Enumeration is our process of assigning Social Security numbers and issuing Social Security cards. Each year we receive approximately 16 million applications for original and replacement Social Security cards. Our employees use the Social Security number application process, a web-based enumeration system, to record information and evidence submitted with a Social Security number application. This system is available in all field offices (including Social Security card centers) and Foreign Service posts. It also enables employees to correct the individuals' Social Security number records.

As resources permit, we will develop and implement the following enhancements to help us enforce enumeration policy:

- Establish alerts to field office personnel of potential problems with an applicant's immigration status (received from the Department of Homeland Security's system);
- Further improve documentation of identity; and
- Further enhance enforcement of our proof of identity policy.

These enhancements ensure data accuracy in our Social Security number records. Data accuracy enables us to make proper payments. Further, in line with the Administration's one-government approach, data accuracy enables us to partner with the Department of Homeland Security and Department of State to accurately and consistently enumerate noncitizens.

In FY 2014, we:

- Increased the accuracy of enumeration data through improvements to the data entry screens;
- Improved customer service by adding more immigration documents to our automated applications process systems, enabling us to verify immigration documents more efficiently; and
- Implemented a fully automated process to verify refugee evidence.

In FY 2015, we will provide additional management information. In FY 2016, our plan is to expand Social Security number exception and sensitive processing, support additional improvements to the noncitizen verification process with the Department of Homeland Security, and implement the online Social Security number replacement card application project.

External Factors

The following external factors may affect our efforts to partner with other agencies and organizations to improve our customers' experience and align with the Administration's one-government approach:

- The economy and the number of veterans filing for disability benefits affect the virtual electronic lifetime record. If a veteran has difficulty finding employment, he or she is more likely to file for disability benefits. An increase in disability claims can result in an increased backlog and longer processing times;
- The DoD and VA have their own mission-critical work, priorities, and resource limitations, which affect implementation decisions related to the virtual electronic lifetime record;
- Lack of buy-in from potential partners affects this objective; and
- Other entities have competing priorities and resource limitations that may impede partnership efforts.

Performance Measures – Strategic Objective 1.3

1.3a: Minimize the average response time to deliver medical evidence to the VA for wounded warriors and veterans

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	6.5 days	9.7 days	7.3 days	5.6 days	7.2 days	5.9 days		
Target						Deliver medical evidence to the VA within an average of 5 days	Deliver medical evidence to the VA within an average of 5 business days	Deliver medical evidence to the VA within an average of 5 business days
Target Met						Not Met		

Results: We did not meet our FY 2014 target. We missed our target by less than one day.

Data Definition: We currently track requests received from the VA for medical evidence. We also track how long it takes us to respond to the request.

Data Source: Office of Systems

1.3b: Partner with the Department of Health and Human Services and the VA to better serve the homeless population

Fiscal Year	2014	2015	2016
Performance	In FY 2014, we worked with our federal partners to draft a list of key strategies for facilitating access to SSI and Social Security Disability Insurance benefits for persons experiencing homelessness		
Target	Partner with the Department of Health and Human Services (HHS) and VA to draft a federal best-practices model for facilitating access to SSI and Social Security Disability Insurance benefits		
Target Met	Met		

Results: We met our FY 2014 target.

Data Definition: Completion of targeted milestones for FY 2014.

Data Source: Office of Research and Disability Policy

Strategic Objective 1.4: Evaluate Our Physical Footprint to Incorporate Improved Service Options

Our facility maintenance costs continue to increase despite staff losses. We are concerned about the high upfront costs for facilities and associated services (e.g., rent, utilities, security guard services), especially as more cost-effective and reliable alternatives to in-person service exist. As building maintenance costs continue to increase and customer preferences move to electronic service channels, we are reassessing our facility needs, while still ensuring that we have appropriate levels of in-person service options available.

We are fully committed – now and in the future – to keeping a field office structure that provides in-person service for those customers who need or prefer it. Additionally, as technology drives the realignment of our physical footprint, we see opportunities to scale back and colocate some large brick-and-mortar facilities.

Strategies

- Design space, maintain offices, and reassess the structure of internal facilities to optimize cost and maximize opportunities for improved service delivery; and
- Explore solutions that optimize the operational efficiencies of offices, including colocations.

Progress Update

We took the following steps in FY 2014 to evaluate our physical footprint to incorporate improved service options:

- Developed business plan defining criteria for colocating some remote sites within existing field offices; and
- We planned to open two colocated permanent remote sites in FY 2014; however, the construction bids were higher than expected. As a result, we requested new bids and expect to award the contracts in FY 2015.

Next Steps

- Explore the feasibility of colocating Office of Disability Adjudication and Review hearing offices with Deputy Commissioner of Operations field offices to optimize operational efficiencies; and
- Finalize colocation plans by March 2015 for upcoming expiring leasing contracts.

Key Initiatives

Consolidating Field and Hearing Offices

We developed a business plan for colocating claimant-only video and permanent remote sites with field offices in FY 2013. Consolidated offices can share reception areas, guard services, training rooms, and common areas. We currently have eight colocated permanent remote sites with field offices.

We planned to open two colocated permanent remote sites in FY 2014; however, the construction bids were higher than expected. As a result, we requested new bids and plan to award the contracts in FY 2015. We also expect to finalize our field office and hearing office colocation policy in October 2014, almost six months ahead of schedule.

Throughout FY 2015, we will analyze lease expiration dates and the availability of space in the marketplace. As leases expire, staffing needs change, and telework becomes more prevalent, we anticipate colocations will play a key role in improving space utilization for years to come.

External Factors

The following external factors may affect our efforts:

- Increasing costs for rent and contract security guard services may affect savings realized;
- Space availability and labor relations issues also affect this objective; and
- Long-term lease commitments are a barrier to short-term implementation.

Performance Measure – Strategic Objective 1.4

1.4a: Evaluate our physical footprint as described in our OMB-approved Real Property Cost Savings and Innovation Plan

Fiscal Year	2014	2015	2016
Performance	We have issued colocation guidelines to the regions. In FY 2015, we will evaluate each space action for potential colocation opportunities for offices within the same local area whose leases are ending at the same time		
Target	Evaluate potential opportunities for colocating and consolidating our public service facilities within and outside of SSA	Reduce our physical footprint from our FY 2012 level by 1.86 million usable square feet	Reduce our physical footprint from our FY 2012 level by TBD[2] usable square feet
Target Met	Met		

Results: We met our FY 2014 target.

Data Definition: Completing the targeted milestones.

Data Source: Office of Operations, Office of Disability Adjudication and Review, and Office of Budget, Finance, Quality, and Management

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[2] We will determine this target once we receive OMB guidance for and develop the FY 2016 Real Property Cost Savings and Innovation Plan

Strategic Goal 2: Strengthen the Integrity of Our Programs

Currently, we pay $75 billion each month in benefits across all our programs. Paying the right person the right amount at the right time is critical, and we take this responsibility very seriously. The payment accuracy rate for our retirement and survivors programs has been over 99 percent for the past several years.

Our disability programs are much more complex to administer, resulting in both overpayments and underpayments:

- Social Security Disability Insurance provides benefits to people who cannot work because they have medical conditions expected to last at least one year or result in death. The laws governing this program are complex, and we may not always have timely and accurate information about a beneficiary's medical and work status. Changes in either status may affect continued eligibility for benefits.

- Supplemental Security Income (SSI) provides cash assistance to people with limited incomes and resources who are aged, blind, or disabled. A beneficiary's eligibility for payment or the amount of payment can change when his or her living arrangements or income changes. Beneficiaries self-report changes, and reporting delays can result in improper payments.

Accurate, timely information reduces improper payments. We are using the latest technology to prevent identity theft and improve debt collection. We will invest in and enhance partnerships with our beneficiaries. We will find opportunities to share information with other federal and state agencies. We expect these efforts to help us get information sooner.

We are also using experts in evaluation methods to review implementation plans for each improper payment initiative. We want our initiatives to produce clear and measureable outcomes that lead to actionable efforts to reduce improper payments and reclaim overpaid funds.

Strategic Objective 2.1: Transform the Way We Record Earnings to Enhance Data Accuracy

A worker's lifetime earnings determine the amount of his or her Social Security benefits, making it vital that we have accurate earnings records on file. We devote a significant amount of resources to ensure earnings records are accurate.

In fiscal year (FY) 2013, we posted over 251 million earnings items to individuals' records. When we provide workers, employers, and government agencies with the tools they need to accurately report wages, our records are more accurate.

In 2013, employers filed over 87 percent of Forms W-2 electronically. We also received nearly 29 million paper Forms W-2. As we migrate to a more fully electronic earnings record process, we anticipate increased accuracy through fewer manual entries and a more stringent electronic editing process.

We have a multiyear initiative underway that will further modernize our earnings reporting system. This initiative will increase processing capacity and post information faster. In addition, we are working with the Internal Revenue Service (IRS) to enhance earnings data exchanges. Both will improve wage reporting and make our earnings process more efficient and accurate.

We are also encouraging our customers to verify their earnings information when they review their Social Security Statements online or when they receive mailed copies.

Strategies

- Modernize our earnings system;
- Encourage electronic wage reporting; and
- Encourage workers to review their Social Security Statements for earnings accuracy.

Progress Update

We took the following steps in FY 2014 to transform the way we record earnings to enhance data accuracy (see Key Initiatives and Performance Measures for more details):

- Developed new functionality that alerts us to possible unreported resources from cases meeting specific criteria;
- Reviewed results of mobile wage reporting applications and found a more than 400 percent increase in successful reporting;
- Initiated a new effort to identify unreported absences from the United States that could make a recipient ineligible for SSI benefits;
- Began automating our receipt of monthly payroll information from external providers and integrating it into our SSI systems;
- Proposed regulatory changes that would enable us to further automate reporting from payroll providers for SSI recipients; and
- Began analysis on non-home real property study data to determine whether changes are needed in agency business processes.

Next Steps

- Determine next steps resulting from non-home real property study and implementing any defined changes in business processes; and
- Continue to monitor results of mobile wage reporting to determine if modifications are needed.

Key Initiatives

Continue Earnings Redesign

We are redesigning our systems to make our earnings process more efficient and accurate. In addition, we are enhancing earnings data exchanges, improving wage reporting, modernizing our systems, and modifying our software to handle increasing record volumes.

In FY 2014, we released several enhancements within the earnings redesign program, continuing our multiyear effort to improve our detection and prevention of potential wage reporting fraud -- replace outdated technology, streamline automated business processes, and consolidate and streamline our earnings reconciliation processes. We completed over 50 percent of the redesigned functionality to process Forms W-2 within the Annual Wage Reporting system.

In FY 2015, we plan to continue to improve our error-detection capabilities, retire obsolete system functionality, streamline automated business processes, implement the redesigned functionality to process Forms W-2 within the Annual Wage Reporting system, and increase automation of our earnings reconciliation process.

In FY 2016, we plan to complete construction of at least 50 percent of the redesigned functionality to process Forms W-2c (used to correct previously submitted Forms W-2) within the Annual Wage Reporting system. The planned modifications to the Annual Wage Reporting system will increase processing capacity and improve data quality.

Increased system processing capacity will allow the system to post more data to the Master Earnings File (the administrative file used to store earnings data which is then used determine an individual's Social Security eligibility and benefits payment). The increased capacity will also allow us to post the data earlier in the year and share data with the IRS sooner. In addition, earlier rejection of invalid data will improve the quality of data used internally for benefit calculations and by the IRS for tax reconciliation.

Increasing Electronic Wage Report Filing

Annually, we receive more than 2.9 million paper wage reports from employers containing over 27 million paper Forms W-2. Paper wage reports are more error-prone, labor intensive, and expensive to process. Our electronic wage reporting applications must reflect IRS tax code revisions, matching imposed tax amounts and limits. Our applications must also adhere to legislation affecting IRS tax forms. We must coordinate process changes with the IRS and update our electronic wage reporting applications accordingly.

In FY 2014, we added functionality allowing users in Puerto Rico to file Forms W-2PR online. This completed a multiyear effort to expand our United States territorial customers' ability to submit wage reports electronically through the W-2 Online service. We also enhanced our W-2 Online service to make it easier for users to submit wage reports for prior-years.

Planned enhancements for FY 2015 include a self-registration, self-testing process for all new electronic wage reporting web service users. For FY 2016, we plan a phased expansion of the electronic wage reporting web service, including expanding the electronic wage reporting status function, and allowing submitters to find out why a submission was returned.

We will encourage employers and third-party submitters (people who submit wages to us on behalf of employers) to use electronic wage reporting. We will continue to use promotional materials, trade publications, and direct contact. We will continue to market electronic wage reporting online, at conferences, and at meetings attended by the wage reporting community.

Accessing the Social Security Statement

The Social Security Statement is a concise, easy-to-read, personal record of workers' earnings, the amount of Social Security taxes paid, and a summary of estimated benefits that workers' may receive. For many years, we mailed annual Statements to more than 150 million people. However, in March 2011, we stopped automatically mailing paper Statements due to budget constraints. Although we resumed mailings to some workers in early and mid-2012, we suspended all mailings, including on-request Statement mailings, in October 2012.

In May 2012, we launched a secure online version of the Statement, providing workers with immediate access to their earnings records, estimated benefits, and related information. Since that time, more than 13 million people have registered for *my* Social Security, enabling them to access their Statements online. *My* Social Security accountholders receive email reminders three months before their birthdays, reminding them to view their Statements and report any inaccuracies. Increasing the number of people reviewing their Statements and reporting any discrepancies, improves data accuracy. Correcting discrepancies sooner, rather than later, ensures people receive correct benefit amounts.

During FY 2013, we mailed Statements to customers who were unable to successfully register for a *my* Social Security account, and who requested that a Statement be mailed to them.

In FY 2014, funding was restored enabling us to resume mailing printed Statements to workers ages 25, 30, 35, 40, 45, 50, 55, and 60 or older who do not have a *my* Social Security account. The mailings began in September 2014. Additionally, we redesigned the Statement cover page to promote *my* Social Security online services and encourage people to view their information online.

External Factors

The following external factors may affect our efforts to transform how we record earnings to enhance data accuracy:

- Fluctuating job markets affect the number of wage reports received for any given tax year;
- Congress implementing new and modified tax laws late in the year affects employers' ability to quickly react and update any software used to report wages on Forms W-2;
- If immigration reform legislation becomes law, it may adversely affect resources for the initiatives that support this strategic objective, altering schedules and related tasks; and
- Increased marketing of online business services will foster use of electronic wage reporting. Without directed marketing efforts, small businesses that currently submit paper forms may not be aware of the services offered online.

Performance Measure – Strategic Objective 2.1

2.1a: Redesign our earnings system to improve the accuracy and timeliness of the earnings data used to calculate benefits

Fiscal Year	2014	2015	2016
Performance	We released the Annual Wage Reporting system on 02/08/2014		
Target	Complete construction of at least 50% of the redesigned functionality to process Forms W-2 within the Annual Wage Reporting system	Implement the redesigned functionality to process Forms W-2 within the Annual Wage Reporting system by 09/30/2015	Implement the redesigned functionality to process Forms W-2c (Corrections) within the Annual Wage Reporting system by 09/30/2016
Target Met	Met		

Results: We met our FY 2014 target.

Data Definition: Construction of the redesigned Annual Wage Reporting functionality is defined as the development of the software to meet the high-level requirements for processing Forms W-2. In FY 2015, we will apply the redesigned annual wage reporting software to process Forms W-2.

Data Source: The data source is the aggregate of the base-lined, high-level requirements for the redesigned Form W-2 processing within the Annual Wage Reporting system. The software release certification process will document the software implementation.

Strategic Objective 2.2: Protect the Public's Data and Provide Secure Online Services

Our mission is to provide the public with high quality, convenient service while maintaining the confidentiality of the public's information. We are committed to safeguarding the information used in our online services as we keep up with increasing service demands. We take the public's trust seriously, and take great pride in securing their personal information. We continually strengthen our beneficiary information record protections to combat identity theft as new threats emerge.

Strategies

- Ensure strong authentication technologies and appropriate access to information and services;
- Ensure online services have appropriate security features; and
- Join with other federal agencies to aggressively combat identity theft to prevent unauthorized transactions.

Progress Update

We took the following steps in FY 2014 to protect the public's data and provide secure online services (see Key Initiatives and Performance Measures for more details):

- Implemented a new system that purges personally identified information from our testing and training systems;
- Implemented new fraud detection and data loss prevention capabilities into our online business processes; and
- Used predictive analytics to expand our fraud detection scenarios.

Next Steps

- Incorporate evolving fraud scenarios and patterns into our additional online business processes;
- Establish an internal joint antifraud unit; and
- Implement a risk-scoring model for disability cases that will help us identify the potential for fraud more quickly.

Key Initiatives

Deploy Management System for Personally Identifiable Information and Federal Tax Information

We developed the Enterprise Test Data Management System to manage and purge personally identifiable information and federal tax information in our test and training systems. Our test and training systems are well controlled and have low risk of exposing sensitive public data.

In FY 2013, we released the new system and the basic infrastructure for delivering and managing sanitized data (data modified to conceal a person's identity). Specifically, the system sanitizes the Social Security number, Employer Identification Number, telephone number, email, and bank account data consistently across all validation databases.

In FY 2014, we:

- Developed code to sanitize name fields;
- Developed requirements for enhancing a third-party tool we will use to help sanitize names and addresses appearing in fields which also contain other information;
- Designed, developed, and Implemented enhancements to the existing Enterprise Test Data Management System to improve performance and usability; and
- Began requirements analysis and design for future enhancements.

For FY 2015 and FY 2016, we will continue our work on sanitizing name and address information. Currently, much of the data used for testing and training throughout the agency contains personally identifiable information and federal tax information. While individuals currently accessing the data are authorized to view it, the Enterprise Test Data Management System will provide sanitized test data to our test environments (development, validation, integration, and training), further minimizing our risk of unnecessary exposure. We expect full implementation in FY 2016.

Producing a Public Facing Integrity Review

As we add more online services, we will remain alert to fraudulent and malicious acts against our systems.
We developed our Public Facing Integrity Review system in FY 2013 to identify unusual and potentially fraudulent activity in our Internet applications.

In FY 2014, we enhanced the system with additional functionality and new scenarios to detect fraud. In FY 2014, we prevented the attempted theft of 4,736 benefit payments totaling more than $5.6 million.

In FY 2015, we will continue to enhance our Public Facing Integrity Review by adding additional scenarios and integrating with the online Social Security number replacement card process. We also plan to implement a robust architecture that will alert us sooner of fraud attempts.

As the Public Facing Integrity Review evolves and its functionality expands, it will become the foundation for our enterprise online antifraud review process, which will also include results from the Fraud Analysis Coordination Team and the advanced data analytics lab.

Fraud Prevented

4,736 Thefts Prevented

$5.6 Million
Losses Avoided

Source: Social Security Administration, Public Facing Integrity Review Report, September 2014

Jump Starting Predictive Analytics for Disability Fraud

Disability fraud is a major concern for us. By developing and implementing a predictive disability fraud program, we will be better equipped to prevent improper payments.

In February 2014, we established the intercomponent disability fraud predictive analytics project team. The project team conducted a pilot using data analytics to enhance our ability to detect and prevent disability fraud. The pilot had two phases in FY 2014:

- Apply predictive analysis to disability claims data to see how well we can use data to identify fraud; and
- Use analytic tools to identify suspicious patterns of activity in disability claims.

Through the pilot, we built three scenarios based on the characteristics of previous fraud cases. Using those scenarios, we discovered fraud in 79% in cases run against scenario 1, 90% in cases run against scenario 2, and 86% in cases run against scenario 3. Additionally, we completed a master inventory of agency antifraud projects; performed further data analysis to identify geographic areas showing specific fraud patterns; and created a mathematical model that produces risk scores for disability claims.

FY 2015 planned activities include establishing an internal joint antifraud unit and building a disability scenario supporting the Public Facing Integrity Review project.

We will closely examine potentially fraudulent cases identified and, if appropriate, refer them to our Office of the Inspector General for investigation.

External Factors

The following external factors may affect our efforts to protect the public's data and provide secure online services:

- Unanticipated workload increases; and
- Unknown changes in the threat environment due to new and emerging threats.

Performance Measures – Strategic Objective 2.2

2.2a: Implement a fraud and integrity unit to protect the public's data

Fiscal Year	2014	2015	2016
Performance	Fraud Analysis and Coordination Team unit was established in August 2013 and expanded from 6 to 10 unit employees in early FY 2014		
Target	Establish the *my* Social Security Fraud Analysis and Coordination Team		
Target Met	Met		

Results: We met our FY 2014 target.

Data Definition: Completing the targeted milestones.

Data Source: Office of Operations

2.2b: Enhance our security features and business processes to prevent and detect fraud

Fiscal Year	2014	2015	2016
Performance	Using Public Facing Integrity Review data, we were able to create and implement the routing transit number blocking process		
Target	Expand the Public Facing Integrity Review system to more rapidly detect a greater variety of fraudulent Internet transactions	Increase *my* Social Security potential fraud referrals through Public Facing Integrity Review system to the Office of Operations by 10%	Increase *my* Social Security potential fraud referrals through Public Facing Integrity Review system to the Office of Operations by 10%
Target Met	Met		

Results: We met our FY 2014 target.

Data Definition: Expand functionality by planning, developing, and implementing new or additional reviews for fraud in existing online applications and new online services, as they are made available to the public.

Data Source: Public Facing Integrity Review system

Strategic Objective 2.3: Increase Payment Accuracy

The American public expects us to be outstanding stewards of general revenues and the Social Security Trust Funds – and as such, we are committed to protecting our programs from waste, fraud, and abuse.

Our most important program integrity tools are continuing disability reviews, which are periodic reevaluations to determine if Social Security Disability Insurance and Supplemental Security Insurance (SSI) beneficiaries are still disabled, and SSI redeterminations, which are periodic reviews of non-medical eligibility factors such as income and resources.

We estimate that continuing disability reviews conducted in 2016 will yield net Federal program savings over the next ten years of roughly $9 on average per $1 budgeted for dedicated program integrity funding, including the Old-Age, Survivors and Disability Insurance (OASDI), SSI, Medicare and Medicaid program effects. Similarly, we estimate that non-medical redeterminations conducted in 2016 will yield a return on investment of about $4 on average of net Federal program savings over ten years per $1 budgeted for dedicated program integrity funding, including SSI and Medicaid program effects.

We will continue to perform continuing disability reviews and SSI redeterminations, and despite our rising additional workloads, enhance our program integrity efforts in other areas to improve payment accuracy for our programs. We will:

- Simplify our work incentive policies and procedures;
- Continue to partner with financial institutions to expand on the success of our Access to Financial Institutions initiative to identify financial resources that often go unreported;
- Implement new guidance and expand existing programs to recover more debt;
- Pilot new computer technologies and data searches; and
- Use new computer technologies to analyze agency data in new ways, focusing on the most error-prone aspects of our programs.

Representative payees (people or organizations who receive payments on behalf of beneficiaries who cannot manage their own benefits) play a significant role in many beneficiaries' lives. We are always exploring ways to better identify, screen, and appoint representative payees. We will improve how we monitor representative payees to prevent benefit misuse. We will also coordinate research and initiatives with other federal agencies that serve similar populations.

Strategies

- Collaborate with other federal agencies, such as the Department of Veterans Affairs and Centers for Medicare and Medicaid Services, to find innovative ways to prevent and reduce improper payments;
- Increase efforts to recover overpayments;
- Enhance predictive models and automation tools to help identify error-prone aspects of benefit eligibility;
- Expand use of data analytics to reduce fraud and payment errors; and
- Streamline the Representative Payee program to better identify potential misuse of benefits.

Progress Update

We took the following steps in FY 2014 to increase payment accuracy (see Key Initiatives and Performance Measures for more details):

- Conducted redeterminations of selected beneficiaries to ensure eligibility;
- Developed new functionality to alert us when couples receiving SSI benefits may own resources that have not been reported;
- Improved our Representative Payee selection process to reduce the probability of misused benefits;

- Implemented a new process to identify unreported absences from the United States that would make individuals ineligible for SSI benefits; and
- Implemented a new direct deposit fraud prevention process.

Next Steps

- Continue to promote mobile and telephone wage reporting tools to increase use;
- Improve reporting we receive from banks and other financial institutions;
- Begin implementation of a new process to verify unreported ownership of non-home real property;
- Continue redeterminations to ensure ongoing eligibility for benefits;
- Expand use of predictive modeling and data mining;
- Add additional investigative units to resolve fraud allegations;
- Streamline our death reporting process; and
- Enhance data exchanges with other federal, state, local and foreign government agencies.

Key Initiatives

Promoting Use of the Supplemental Security Income Telephone Wage Reporting System and the Supplemental Security Income Mobile Wage Reporting

Unreported and untimely reported wages continue to be a major source of payment error in the SSI program. To improve timely reporting, we implemented the SSI Telephone Wage Reporting system. SSI telephone wage reporting increases efficiency because it reduces unnecessary visits to the field office, lessens manual keying errors, and allows us to automatically process wage reports.

Beneficiaries, their spouses and parents, and their representative payees can report monthly wages directly into the SSI system via a combination of touch-tone entry and voice-recognition software.

In FY 2013, as part of our online services initiatives, we began piloting the SSI Mobile Wage Reporting program, which allows mobile wage reporting on both Android and Apple smartphones.

Americans who have a cell phone
90%
Americans who have a smart phone
58%
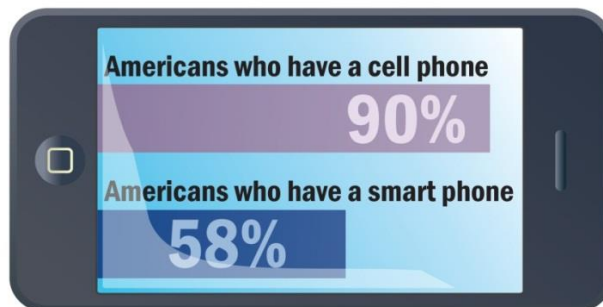
Source: Pew Research Center Internet Project Survey, January 2014.

In FY 2014, we began allowing people to report wages at any time during the month rather than just the first six days of the month and began using GovDelivery as a means for SSI wage reporters to sign up for email or text reminders. GovDelivery is a web-based public sector communications platform that sends notices, emails, and reminders to customers.

During recruitment activities for the SSI Telephone Wage Reporting system and the SSI Mobile Wage Reporting program, we encourage people to sign up for monthly email or text reminders to report monthly wages. We also include this reminder option in our online public information materials. We continue to increase the field office recruiting efforts during claims, redetermination interviews, pre-effectuation reviews, or other wage-related post-eligibility contacts.

In FY 2014, we processed 30 percent more reports using the SSI Telephone Wage Reporting system and SSI Mobile Wage Reporting system than we processed in FY 2013. Much of this increase was due to the nationwide implementation of the SSI Mobile Wage Reporting program.

For FY 2015, we will increase the number of monthly wage reports using our automated wage reporting tools by six percent over the volume we processed at the end of FY 2014.

Conducting Continuing Disability Reviews

To ensure we pay disability benefits to only those who meet our medical requirements, we periodically conduct continuing disability reviews for both Social Security Disability Income and SSI beneficiaries to determine if a beneficiary's medical condition has improved and if they are still eligible for benefits. In many cases, we use statistical modeling to identify a beneficiary's probability of medical improvement allowing us to target specific cases for continuing disability reviews.

Although most continuing disability reviews do not result in a cessation of benefits, our process is cost effective. In FY 2014, we received funding to complete 510,000 continuing disability reviews. In FY 2015, we plan to complete 790,000 continuing disability reviews, and 908,000 in FY 2016.

Conducting Supplemental Security Income Redeterminations

Changes in beneficiaries' living arrangements or the amount of their income and resources can affect both their eligibility for SSI and the amount of their payments. To ensure the accuracy of SSI payments, we conduct redeterminations. In FY 2014, we conducted 2,627,518 redeterminations. In FY 2015, we plan to conduct 2.25 million redeterminations, and 2.62 million redeterminations in FY 2016.

Using Predictive Modeling in Continuing Disability Review Enforcement Operation

The Continuing Disability Review Enforcement Operation identifies Social Security disability beneficiaries whose earnings put them at risk of receiving overpayments.

We developed and piloted a predictive model to identify cases having a high likelihood of receiving overpayments. We prioritize these cases for work-related continuing disability reviews. These reviews determine if the beneficiary is no longer eligible for payments.

Initial findings suggest a 55 percent increase in the proportion of Social Security payments ceased using the predictive modeling scoring. By prioritizing the work-related continuing disability reviews, we identified and avoided potential overpayments more quickly. In FY 2013, within the first six months of processing, we completed approximately 253,000 work-related continuing disability reviews, resulting in 8,195 cessations with overpayments.

In FY 2014, we processed 43 percent of cessations within the first 90 days, up from 30 percent in 2010, prior to using the predictive model.

In FY 2015, we expect to improve our results by 2 percent. Our goal for FY 2016 is to exceed our FY 2015 results by an additional 2 percent. We continue to enhance the predictive model to improve results.

Using Predictive Modeling in the Redetermination Process

We use a statistical scoring model to identify and prioritize redetermination cases having a high likelihood of error. The statistical model uses income, resources, and living arrangement variables to predict likely SSI overpayments.

In FY 2013, the cases we completed resulted in the prevention and recovery of $3.4 billion in total lifetime SSI overpayments. If we had relied on random case selection rather than using a predictive model, projections indicate that

we would have prevented and recovered only $2.1 billion in total lifetime savings for the same period. Results for FY 2014 are expected to be finalized in February 2015.

We continue to improve our predictive statistical modeling and data mining techniques to determine the potential value of such data in our SSI redetermination modeling and selection process. We will use these advanced analytical techniques to focus on ways to enhance our current redetermination selection model and potentially the redetermination process.

Expanding the Access to Financial Institutions Initiative

Excess resources in financial accounts are a leading cause of SSI payment errors. Access to Financial Institutions (AFI) is an electronic process that verifies bank account balances with financial institutions to help determine SSI eligibility. In addition to verifying alleged accounts, the process detects undisclosed accounts by using a geographic search to generate requests to other financial institutions. Along with preventing overpayments, the AFI process will help us eliminate ineligible applicants at the beginning of the application process and reduce the workload in the disability determination services (DDS). We currently use the AFI system in all 50 states, the District of Columbia, and the Commonwealth of the Northern Mariana Islands.

We define full implementation as using AFI on every potential SSI claim and redetermination, conducting bank searches, and fully integrating the process with our systems. In FY 2013, we lowered the AFI liquid resources (e.g., cash or bank accounts) threshold from $750 to $400 and increased the number of bank searches. This program has proven very cost effective and useful in identifying undisclosed accounts.

Expanding Our Cooperative Disability Investigation Program

Our Cooperative Disability Investigation units work collaboratively with the Office of Inspector General, DDS offices, and state and local law enforcement agencies to resolve allegations of fraud in our disability programs. Cooperative Disability Investigation units help prevent payments to people who are not disabled and reduce improper payments to beneficiaries who have failed to report medical improvement or work activity.

The units have proven to be vital tools in identifying fraud and preventing erroneous disability payments. Since their inception in 1998 through FY 2014, Cooperative Disability Investigation units nationwide have contributed $2.9 billion in projected savings to our Social Security disability and SSI programs and $1.9 billion to non-SSA programs, such as Medicare and Medicaid.

In FY 2014, we opened Cooperative Disability Investigation units in Baltimore, Maryland and Detroit, Michigan. In FY 2015, we plan to expand the program by adding another five units and up to five additional Cooperative Disability Investigation units in FY 2016.

Improving the Death Reporting System Process

We are enhancing and streamlining our death reporting system to ensure we comply with policy, reduce improper payments, prevent improper release of personally identifiable information, and improve consistency of data in our records. In FY 2014, we provided a new user interface for death reporting and collecting new, comprehensive management information. Ultimately, our goal is to have one official agency source of death information available to all our systems. We will make additional systems enhancements in FY 2015 and FY 2016 to improve the consistency and accuracy of data in our records and help reduce improper payments.

Implementing Data Exchange and Verification Online

We have a mission-critical need to meet the demands of the verification and data exchange workloads to ensure timely sharing of accurate data with partners such as federal, state, local, and foreign government agencies, as well as court systems, the medical community, and employers. We maintain over 1,500 electronic information exchanges. We provide and receive data essential in making eligibility and entitlement decisions for us and other federal and state agencies.

In FY 2013, we implemented the Data Exchange and Verification Online application to modernize our existing data exchange and verification systems into a new centralized application. The benefits of the new application include:

- Centralized application for processing all Social Security number verification and data exchange requests;
- Efficient processing and data generation for an increased volume of Social Security number verifications and data exchange requests;
- Quick and accurate response to customized requests and legislative mandates;
- Enhanced stability and portability;
- Reduced maintenance activity;
- Enhanced management information capabilities;
- Leveraged new technology that maintains existing customer requirements; and
- Flexible, modern, and reusable software to support our current workloads.

In FY 2014, we completed the following activities for the Data Exchange and Verification Online application:

- Redesigned Release 1 architecture to support web services;
- Implemented Release 2 which enhances our current online verification process; and
- Conducted pre-planning and analysis of business rules to enhance Social Security number verification accuracy.

In FY 2015, planned activities include:

- Supporting the roll out of online verification processing;
- Implementing modernized batch verification software; and
- Developing an online portal for access to Data Exchange and Verification Online.

In FY 2016, planned activities include:

- Implementing new business rules;
- Conducting analysis to determine additional systems enhancements; and
- Planning and analysis for adding data exchanges into Data Exchange and Verification Online.

Implementing Direct Deposit Auto-Enrollment Fraud Prevention

In an effort to prevent redirection of beneficiaries' payments to another account without their knowledge, we created the direct deposit auto-enrollment fraud prevention service. This service allows beneficiaries who have been victims of fraud, or who think they may become victims in the future, to block changes to their payment information. People who block account changes must come into a field office to make direct deposit or address changes.

In August 2014, we began sending notices of change to beneficiaries' old addresses when we process an address change requested through *my* Social Security. The notice tells the beneficiary to contact us if an address change was not requested. We will explore expansion to other service delivery methods in the future.

Implementing New Tools for Debt Collection

Although we strive to pay benefits accurately and on time, the complexity of our programs and dependence on beneficiaries to report changes can lead to overpayments. When overpayments occur, we use different debt collection techniques (i.e. payment withholding, Treasury Offset Program, Credit Bureau Reporting, Cross Program Recovery) to recover these overpayments.

We now have statutory authority to offset eligible state payments due to debtors as a way to collect delinquent debts. In 2009, the Department of the Treasury (Treasury) published regulations authorizing the State Reciprocal Program. The State Reciprocal Program allows states to enter into reciprocal agreements with Treasury to collect unpaid state debt by offset of federal non-tax payments and the Federal Government to collect delinquent federal non-tax debt by offset of state payments.

In FY 2011, we published regulatory changes authorizing us to collect our delinquent debts by offsetting eligible state payments via the Treasury Offset Program. To offset the payment, the issuing state must be in a reciprocal agreement with Treasury. We began notifying our delinquent debtors of our ability to offset eligible state payments to collect their delinquent debt in FY 2013 and continue making those notifications.

Implementing Automatic Earnings Reappraisal Operation Delay Pilot

We tested a new method to identify and delay processing of certain cases pending work-related continuing disability reviews for six months in FY 2013. Since that time, we used our predictive model to score all pending cases, to identify cases with a high risk of incurring large work-related overpayments. We identified the top 10 percent of scored cases and matched them against the October automatic earnings reappraisal increase cases. We identified nearly 11,000 beneficiaries likely to receive an overpayment and for whom we should delay processing the recomputations.

Then, we evaluated the results of using the predictive model to help prioritize work-related continuing disability reviews when a delay in benefit recomputation was warranted. We found that nearly 2,000 of the pilot cases had an average overpayment of $22,000. We concluded that we processed the sampled cases more quickly, preventing an even larger overpayment, and properly prevented the release of an underpayment. This conclusion supports the effectiveness of the sample selection criteria.

In FY 2014, the pilot continued to be successful with nearly 15,000 sampled disability beneficiaries. In FY 2015, the selection will include approximately 12,000 beneficiary records for a recomputation delay. In FY 2016, we will select a new sample based on an enhanced predictive model to prioritize work-related continuing disability reviews.

We expect an average overpayment exceeding $20,000 for approximately 20 percent of the pilot cases. We expect to process the sampled cases more quickly, preventing an even larger overpayment, and properly preventing the release of an underpayment. The expected outcomes include increased efficiency of operations and improved payment accuracy.

External Factors

The following external factors may affect our efforts to increase payment accuracy:

- Our ability to implement new debt collection tools depends on the availability of system and operational resources;
- Timely execution of our information technology initiatives is always dependent on sufficient funding; and
- New legislation and other government mandates can also force a reprioritization of scarce budgetary and personnel resources.

Performance Measures – Strategic Objective 2.3

2.3a: Reduce the percentage of improper payments made under the SSI program (Agency Priority Goal)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	10.0%	9.1%	9.1%	8.1%	9.3%	TBD		
Target						No more than 6.2% of all payments made under the SSI program are improper payments (i.e., overpayment and underpayments)	No more than 6.2% of all payments made under the SSI program are improper payments (i.e., overpayment and underpayments)	TBD
Target Met						TBD		

Results: Our FY 2014 performance data is not available until April 2015. We will discuss our FY 2014 performance in next year's report.

Data Definition: We determine the SSI payments free of overpayment and underpayment error by an annual review of a statistically valid sample of all payments issued. We base the payment accuracy on a non-medical review of sampled individuals who received SSI payments during the fiscal year. We determine the overpayment accuracy rate by dividing the total overpayment error dollars by the total dollars paid for the fiscal year and subtracting this percentage from 100 percent. We determine the underpayment accuracy rate by dividing the total underpayment error dollars by the total dollars paid for the fiscal year and subtracting this percentage from 100 percent.

Data Source: SSI Payment Accuracy (i.e., Stewardship) Report

2.3b: Maintain the low percentage of improper payments made under the Old-Age, Survivors, and Disability Insurance Program

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	0.5%	0.6%	0.4%	0.3%	0.3%	TBD		
Target						No more than 0.4% of all payments made under the Old-Age, Survivors and Disability Insurance program are improper payments (i.e., overpayment and underpayments)		
Target Met						TBD		

Results: Our FY 2014 performance data is not available until April 2015. We will discuss our FY 2014 performance in next year's report.

Data Definition: We determine Old-Age, Survivors and Disability Insurance payment free of overpayment and underpayment error by an annual review of a statistically valid sample of the beneficiary rolls. We determine the overpayment accuracy rate by dividing the total overpayment error dollars by the total dollars paid for the fiscal year. We determine the underpayment accuracy rate by dividing the total underpayment error dollars by the total dollars paid for the fiscal year.

Data Source: Old-Age, Survivors and Disability Insurance Stewardship Report

2.3c: Maintain a high accuracy rate of payments made through the Old-Age, Survivors, and Disability Insurance program to minimize improper payments (NEW)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	99.6% (O/P) 99.9% (U/P)	99.6% (O/P) 99.8% (U/P)	99.7% (O/P) 99.9% (U/P)	99.8% (O/P) 99.9% (U/P)	99.8% (O/P) 99.9% (U/P)	TBD (O/P) TBD (U/P)		
Target	99.8% (O/P) 99.8% (U/P)	99.8% (O/P) 99.8% (U/P)	99.8% (O/P) 99.8% (U/P)	99.8% (O/P) 99.8% (U/P)	99.8% (O/P) 99.8% (U/P)		99.8% (O/P) 99.8% (U/P)	99.8% (O/P) 99.8% (U/P)
Target Met	NOT MET MET	NOT MET MET	NOT MET MET	MET MET	MET MET			

Results: Our FY 2014 performance data is not available until April 2015. We will discuss our FY 2014 performance in next year's report.

Data Definition: We determine Old-Age, Survivors and Disability Insurance payment free of overpayment and underpayment error by an annual review of a statistically valid sample of the beneficiary rolls. We determine the overpayment accuracy rate by dividing the total overpayment error dollars by the total dollars paid for the fiscal year and subtracting this percentage from 100 percent. We determine the underpayment accuracy rate by dividing the total underpayment error dollars by the total dollars paid for the fiscal year and subtracting this percentage from 100 percent.

Data Source: Old-Age, Survivors, and Disability Insurance Stewardship Report

2.3d: Complete the budgeted number of full medical continuing disability reviews (Budgeted Workload Measure)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	316,960	324,567	345,492	443,233	428,568	525,875		
Target				435,000	422,000	510,000	790,000	908,000
Target Met				Met	Met	Met		

Results: We exceeded our FY 2014 target.

Data Definition: The number of full medical continuing disability reviews completed in the fiscal year. This number represents only full medical reviews completed by state DDS offices and other agency components and cases where we initiated a review but could not complete one because the individual failed to cooperate.

Data Source: Continuing Disability Review Tracking Files

2.3e: Complete the budgeted number of Supplemental Security Income (SSI) non-medical redeterminations (Budgeted Workload Measure)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	1,730,575	2,465,878	2,456,830	2,624,170	2,634,183	2,627,518		
Target	1,711,000	2,422,000	2,422,000	2,622,000	2,622,000	2,622,000	2,255,000	2,622,000
Target Met	Met	Met	Met	Met	Met	Met		

Results: We exceeded our FY 2014 target.

Data Definition: The number of non-disability SSI redeterminations completed in the fiscal year. This number includes scheduled (i.e., identified for review through profiling) and unscheduled reviews (i.e., reviewed because of changes that may affect payment), as well as targeted redeterminations (i.e., limited issue reviews).

Data Source: Integrated SSA Unified Measurement System Counts Report

Strategic Goal 3: Serve the Public through a Stronger, More Responsive Disability Program

From fiscal year (FY) 2007 to FY 2014, initial disability claims increased 11 percent, and our hearings workload increased 40 percent.

By the end of FY 2014, our average processing time for hearing requests was 422 days, and the number of hearings pending was almost one million. These increases stem from the record number of initial disability applications we received between FY 2007 through FY 2011, budget constraints, staffing challenges, as well as refocused attention on the quality of our hearings decisions.

Thanks to additional funding in FY 2014, we were able to hire 70 administrative law judges; however, we will still begin FY 2015 with 35 fewer judges than we had at the beginning of FY 2014. We also opened the new National Case Assistance Center in Baltimore.

While our customers expect us to make timely decisions, they also expect us to make the right decisions, appropriately and consistently applying our rules and regulations. We will continue to balance timeliness with an emphasis on quality and consistency in decision-making. We continue to look for ways to strengthen policies, improve processes, and increase the use of automation.

We also strive to provide timely and appropriate services to beneficiaries. We plan to meet the needs of our disability beneficiaries by increasing opportunities for those who want to return to work and by collaborating with other federal agencies to coordinate our disability programs.

Strategic Objective 3.1: Improve the Quality, Consistency, and Timeliness of Our Disability Decisions

We continuously strive to improve the timeliness, quality, and consistency of our disability processing times and decisions. We need to make sure our decisions are accurate and made at the earliest possible point in our process. We also need to ensure our policies are applied consistently across the country.

Strategies

- Expand use of management information to identify training needs and areas for improvement;
- Broaden use of case-analysis tools;
- Expand use of predictive modeling;
- Simplify policies;
- Collaborate with Bureau of Labor Statistics to collect updated occupational information; and
- Formalize our pre-decisional quality review processes to increase national uniformity.

Progress Update

We took the following steps in FY 2014 to improve the quality, consistency, and timeliness of our disability decisions (see Key Initiatives and Performance Measures for more details):

- Expanded use of our online analysis and documentation tools (Electronic Claims Analysis Tool and Electronic Bench Book);
- Implemented random in-line quality reviews of our senior attorney adjudicators;
- Published new rules in an effort to update and revise medical policy; and
- Began work with the Bureau of Labor Statistics (BLS) to develop a new occupational information system to determine skills needed to perform specific jobs.

Next Steps

- Continue work with the BLS to update the occupational information system;
- Enhance our online tools to support additional types of claims and reconsiderations; and
- Add more non-attorney quality reviewers to the inline quality review to address the staffing issue.

Key Initiatives

Enhancing the Electronic Claims Analysis Tool

We continue to enhance our web-based Electronic Claims Analysis Tool (eCAT), which guides adjudicators through the five-step sequential process for determining disability. The tool produces a detailed, policy-compliant explanation of the determination made on the case and stores the supporting documentation. A subsequent reviewer can then review the explanation to understand the decision maker's analysis and conclusions throughout the adjudication processes.

All DDS sites use the tool for initial and reconsideration level disability claims. In FY 2014, we enhanced eCAT to include functionality for processing electronic concurrent adult initial level continuing disability reviews. In FY 2015, we plan to add functionality to process childhood continuing disability reviews. In FY 2016, we will continue to add functionality for processing other types of continuing disability reviews, as well as refine eCAT in response to policy changes and input from its users.

Expanding Use of Electronic Bench Book

Electronic Bench Book is a policy compliant web-based application designed to help adjudicators analyze and document decisions on disability appeals. The Electronic Bench Book guides users through every step of the sequential evaluation process. We expect the systematic process will reduce errors, improve consistency, and reduce remands from the Appeals Council.

Enhancements to the Electronic Bench Book continued throughout FY 2014 and will continue into FY 2015. At the end of FY 2014, hearing operations staff was accessing the Electronic Bench Book 5,000 times each week to process casework or examine case data.

In FY 2015, we expect to have a fully functioning decision-writing component for the most frequently used types of decisions. We are improving the case information page and adding print functionality so the Electronic Bench Book can replace the legacy system case fact sheet. We continue to review and add decision types to the list of claims users can complete through the Electronic Bench Book.

In FY 2016, we will:

- Add additional claim types that can be processed using the Electronic Bench Book, including partially favorable decisions due to amended onset date and new options for child Supplemental Security Income (SSI), age 18 redetermination, and Social Security childhood disability beneficiary cases; and
- Enhance our testimony guides (which contain required and suggested questions to ask witnesses during disability hearings) and add additional decision types, such as partially favorable and other types of dismissals, as they are released.

Developing an Occupational Information System

Currently, we rely on occupational information found in the Department of Labor's Dictionary of Occupational Titles to determine whether adult disability applicants can do their past work or any other work. Because the Department of Labor no longer updates its Dictionary of Occupational Titles, we have been working with the Bureau of Labor Statistics to develop a new occupational information system.

We expect our new web-based system will be easier to use and will increase the quality of disability decisions by providing current information about specific job requirements. Unlike the old system, which was designed as a job placement tool, the new system will be tailored to help us determine disability.

The new system will contain information about the mental and cognitive requirements of occupations, enabling more standardized decisions for claimants with mental impairments. The Dictionary of Occupational Titles does not include information about mental and cognitive work demands. The current mental and cognitive work demand information was developed in 2013 by our policy experts with input from the Bureau of Labor Statistics.

In FY 2015, we will continue working in partnership with the Bureau of Labor Statistics, which will conduct the following activities:

- Conduct a large pre-production test;
- Continue to test the primary mental and cognitive demands of occupations identified by our policy experts; and
- Determine a sampling plan and update schedule for production data collection based on our needs and budget.

In FY 2015, we will continue working with the Department of Labor's Employment and Training Administration to identify and incorporate some elements from the Occupational Information Network (O*NET) into our occupational information system. O*NET is a is a publicly available, web-based job placement tool designed by the Department of Labor's Employment and Training Administration to replace the Dictionary of Occupational Titles. We are reviewing O*NET to:

- Help inform our process of developing an information technology platform to support our occupational information system; and
- Explore the feasibility of using some of the existing occupational information in O*NET in combination with the new data gathered by the Bureau of Labor Statistics to support our new occupational information system.

Depending on the results of the FY 2015 testing, we will begin gathering production data in FY 2016. Our budget will influence the sample size and the frequency of the occupational data updates.

We will review the early production data to test its usability in disability adjudication and to determine what policy revisions will be necessary.

In FY 2016, we plan to complete and test the new Occupational Information System in preparation for a limited implementation in FY 2017.

Updating the Medical Listing of Impairments

The medical Listing of Impairments (Listings) is one of the most effective tools used to make disability decisions. The Listings allow us to find a claimant disabled when his or her impairment meets specified medical criteria, without the need to consider age, education, or work experience. The Listings improve the consistency and accuracy of our decisions throughout all levels of the disability process.

In FY 2014, we published four rules for public comment, one final rule, and three Social Security Rulings in an effort to update and revise medical policy. In FY 2015, we plan to develop and submit eight final rules, two Social Security Rulings, and targeted updates for the medical listings for publication in the Federal Register.

Conducting Inline Quality Reviews

The inline quality review of hearing level claims promotes consistency and continuous improvement in case processing by ensuring that:

- Case files are properly prepared and scheduled;
- Records are adequately developed; and
- Draft decisions are legally sufficient.

We initially conducted inline quality reviews of cases ready to schedule and draft fully favorable decisions prepared by our senior attorney adjudicators. We began the review in 2010, and in November 2013, we expanded the reviews to include cases drafted by decision writers. Prior to this expansion, there was no review of those decisions.

In FY 2014, we conducted random inline quality reviews on 13,258 hearing cases. We will continue to review support staff work for quality and policy compliance.

Reducing the Backlog at the Appeals Council

As we decide more cases at the hearing level, the Appeals Council receives more requests for review of hearing decisions. Historically, we received approximately 100,000 requests for review annually. However, from FY 2011 until FY 2013, requests for reviews grew to 175,000 annually. While we saw a reduction in requests to 155,000 in FY 2014, we finished the fiscal year with more than 150,000 cases waiting to be reviewed. We are actively recruiting new staff in the Office of Appellate Operations to address the ongoing backlog.

We are now focusing on decreasing the percentage of pending Appeals Council requests for review over 365 days old. In FY 2014, we completed about 162,000 Appeals Council requests for review. We will continue to adjust Appeals Council staff levels to reduce the Appeals Council backlog and meet any changes in capacity at the DDS and the hearings levels.

External Factors

The following external factor may affect our efforts to improve the quality, consistency, and timeliness of our disability decisions:

- Continued high levels of disability applications and appeals could negatively influence our ability to reduce the Appeals Council backlog.

Performance Measures – Strategic Objective 3.1

3.1a: Expedite cases for the most severely disabled individuals by achieving the target percentage of initial disability cases identified as Quick Disability Determinations or Compassionate Allowances

Fiscal Year	2010	2011	2012	2013	2014	2015	2016
Performance	4.6%	4.8%	5.8%	6.6%	6.6%		
Target					6.5%		
Target Met					Met		

Results: We exceeded our FY 2014 target.

Data Definition: We derive the percentage by dividing the total number of initial disability cases identified as Quick Disability Determinations, Compassionate Allowances, or both by the total number of electronic initial disability cases filed in the fiscal year.

Data Source: Management Information Disability Intranet site (http://emis.ba.ssa.gov/emis/menus/management_information_menu.cfm

3.1b: Ensure the quality of our decisions by achieving the DDS decisional accuracy rate for initial disability decisions

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	97%	98%	98%	98%	98%	98%		
Target	97%	97%	97%	97%	97%	97%	97%	97%
Target Met	Met	Met	Met	Met	Met	Met		

Results: We met our FY 2014 target.

Data Definition: Net accuracy is the percentage of correct initial state disability determinations and is based on the net error rate (i.e., the number of corrected deficient cases with changed disability decisions), plus the number of deficient cases not corrected within 90 days from the end of the period covered by the report, divided by the number of cases reviewed.

Data Source: Disability Quality Assurance Databases

3.1c: Ensure the quality and consistency of our hearing decisions by randomly reviewing a percentage of cases using an inline review process

Fiscal Year	2014	2015	2016
Performance	2.4%		
Target	Randomly review 0.1% of our hearing decisions		
Target Met	Met		

Results: We exceeded our FY 2014 target.

Data Definition: The percentage of hearing decisions randomly reviewed. The percentage was derived by dividing the total number of hearing decisions reviewed during the fiscal year by the total number of hearing decisions made during the fiscal year.

Data Source: Case Processing Management System

3.1d: Increase our ability to provide timely decisions by focusing on our oldest cases first

Fiscal Year	2014	2015	2016
Performance	98%		
Target	Make decisions on 99.5% of cases that start the year 310 days or older		
Target Met	Not Met		

Results: We did not meet our FY 2014 target. We made decisions on 98 percent of cases which started the year 310 days or older.

Data Definition: The oldest hearing requests are those cases that are 310 days old or more as of the start of the fiscal year. We derive the percentage by dividing the total number of those targeted cases disposed during the fiscal year by the total number of those targeted cases identified during the fiscal year.

Data Source: Case Processing Management System

3.1e: Increase our ability to provide timely decisions by reducing the percentage of pending Appeals Council requests for review 365 days or older

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance				12%	8.9%	16%		
Target				20% or less of cases pending 365 days or older	19% or less of cases pending 365 days or older	21% or less of cases pending 365 days or older	80% of cases pending less than 365 days	81% of cases pending less than 365 days
Target Met				Met	Met	Met		

Results: We met our FY 2014 target of reducing the percentage of Appeals Council cases pending 365 days or over.

Data Definition: The percentage of Appeals Council cases that are pending less than 365 days at the end of the fiscal year. The percentage is derived by dividing the total number of Appeals Council cases pending 365 days or more by the total number of Appeals Council cases pending.

Data source: Appeals Review Processing System

3.1f: Complete the budgeted number of initial disability claims (Budgeted Workload Measure)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	2,812,918	3,161,314	3,390,936	3,206,869	2,987,883	2,861,895		
Target	2,637,000	3,081,000	3,273,000	3,173,000	2,962,000	2,947,000	2,767,000	2,773,000
Target Met	Met	Met	Met	Met	Met	Not Met		

Results: We did not meet our FY 2014 target.

Data Definition: The number of Social Security and SSI initial disability claims that state DDS offices and other agency components complete in the current fiscal year up to the budgeted number.

Data Source: National DDS System and Disability Operational Data Store

3.1g: Complete the budgeted number of disability reconsideration claims (Budgeted Workload Measure)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	598,098	735,067	828,010	808,521	803,194	757,198		
Target				787,000	787,000	778,000	739,000	719,000
Target Met				Met	Met	Not Met		

Results: We did not meet our FY 2014 target.

Data Definition: The number of Social Security and SSI disability claims completed at the reconsideration level in the state DDS offices and other agency components in the current fiscal year up to the budgeted number.

Data Source: National DDS System and Disability Operational Data Store

3.1h: Complete the budgeted number of hearing requests (Budgeted Workload Measure)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	660,842	737,616	795,424	820,484	793,580	680,963		
Target	647,000	725,000	815,000	875,000	793,000	735,000	727,000	829,000
Target Met	Met	Met	Not Met	Not Met	Met	Not Met		

Results: We did not meet our FY 2014 target.

Data Definition: The number of hearing requests completed in the current fiscal year.

Data Source: Case Processing Management System

3.1i: Achieve the target number of initial disability claims pending (Budgeted Workload Measure)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	779,854	842,192	759,023	707,700	698,127	632,656		
Target		1,041,000	845,000	861,000	804,000	642,000	621,000	628,000
Target Met		Met	Met	Met	Met	Met		

Results: We met our FY 2014 target.

Data Definition: The number of Social Security and SSI initial disability claims pending in state DDS offices and other agency components at the end of the fiscal year.

Data Source: National DDS System and Disability Operational Data Store

3.1j: Achieve the target number of disability reconsiderations pending (Budgeted Workload Measure)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	161,264	157,977	164,049	197,788	173,472	170,255		
Target				184,000	220,000	174,000	143,000	144,000
Target Met				Not Met	Met	Met		

Results: We met our FY 2014 target.

Data Definition: The number of Social Security and SSI disability claims pending at the reconsideration level in state DDS offices and other agency components at the end of the fiscal year.

Data Source: National DDS System and Disability Operational Data Store

3.1k: Average processing time for initial disability claims (Budgeted Workload Measure)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	101 days	111 days	109 days	102 days	107 days	110 days		
Target	129 days	132 days	118 days	111 days	109 days	109 days	109 days	107 days
Target Met	Met	Met	Met	Met	Met	Not Met		

Results: We did not meet our FY 2014 target. We missed our target by one day.

Data Definition: The number of Social Security and SSI initial disability claims that state DDS offices and other agency components complete in the current fiscal year up to the budgeted number.

Data Source: National DDS System and Disability Operational Data Store

3.1l: Average processing time for reconsiderations (Budgeted Workload Measure)[3]

Fiscal Year	2014	2015	2016
Performance	108 days		
Target			
Target Met			

Data Definition: We count the average number of days it takes to process a reconsideration disability claim from the date a reconsideration claim is filed in a field office to the time the state DDS office makes a determination.

Data Source: Social Security Unified Management System Appeals/Management Information Central

3.1m: Average processing time for hearing decisions (Budgeted Workload Measure)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	491 days	426 days	360 days	353 days	396 days (September only)	422 days		
Target	516 days	485 days	373 days	321 days	389 days (September only)	415 days	470 days	490 days
Target Met	Met	Met	Met	Not Met	Not Met	Not Met		

Results: We did not meet our FY 2014 target. We missed our target by seven days.

Data Definition: The average processing time is the cumulative processing time for all hearing requests processed divided by the total number of hearing requests processed in the fiscal year.

Data Source: Case Processing Management System

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[3] The average processing time for disability reconsiderations was under development in FY 2013. We began tracking actual data in September 2013. The overall average processing time for disability reconsiderations in FY 2014 is 108 days. We will develop a performance target for this measure in FY 2016 after we have had the ability to analyze at least two years of actual data.

3.1n: Achieve the budgeted goal for disability determination service case production per workyear (Budgeted Workload Measure)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	274	273	287	324	322	311		
Target	265	268	275	322	320	319	313	317
Target Met	Met	Met	Met	Met	Met	Not Met		

Results: We did not meet our FY 2014 target.

Data Definition: The average number of all state DDS cases produced per workyear expended. A workyear represents both direct and indirect time, including overhead (time spent on training, travel, leave, holidays, etc.). It includes the time of staff on the DDS payroll, including doctors under contract to the DDS. The DDS case production per workyear is a national target.

Data Source: National DDS System and Disability Operational Data Store

3.1o: Achieve the budgeted goal for hearing case production per workyear (Budgeted Workload Measure)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	105	105	109	111	109	102		
Target	107	108	107	114	111	106	104	106
Target Met	Not Met	Not Met	Met	Not Met	Not Met	Not Met		

Results: We did not meet our FY 2014 target.

Data Definition: The average number of hearings completed per direct workyear used. A direct workyear represents actual time spent processing cases. It does not include time spent on training, ALJ travel, leave, holidays, etc.

Data Source: Office of Disability Adjudication and Review's Monthly Activity Report, Case Processing and Management System, Payroll Analysis Recap Report, Travel Formula, and Training Reports (Regional reports on new staff training, ongoing training, and special training).

Strategic Objective 3.2: Maximize Efficiencies throughout the Disability Program

We remain committed to meeting the public's needs by using technology and tools that are cost effective for the taxpayer and convenient for our customers. We have a history of finding smarter, more cost-effective ways of doing business. With workloads still at high levels, we continue to explore new technologies and the modern business environment to help cut costs, operate more efficiently, and provide the service that our customers expect and deserve.

Strategies

- Enhance our ability to share workloads among our offices to maximize resources;
- Increase process automation; and
- Expand the use of health information technology (IT).

Progress Update

We took the following steps in FY 2014 to maximize efficiencies throughout the disability program (see Key Initiatives and Performance Measures for more details):

- Launched beta sites to test our consolidated Disability Case Processing System;
- Implemented data analytics and predictive modeling to identify disability applicants with severe medical conditions; and
- Expanded our heath IT partnerships and completed the national rollout of our Kaiser Permanente partnership.

Next Steps

- Continue beta testing and adding functionality to our Disability Case Processing System initiative, due for full nationwide release in FY 2018;
- Continue our participation in national and federal health IT policy and standards workgroups; and
- Expand the use of electronic health records for disability claims processing.

Key Initiatives

Developing the Disability Case Processing System

We are undertaking an effort to enhance the technology infrastructure that supports disability case processing nationwide, to improve our effectiveness and efficiency in rendering timely and accurate disability decisions. Moving to a new common Disability Case Processing System brings the opportunity to modernize the technology that underpins it and provide improved performance and availability while better supporting system changes. The Disability Case Processing System (DCPS) will replace 54 independently operated, outdated systems across the Disability Determinations Services (DDS), the state agencies that make disability determinations for the Social Security Administration.

Development of this system has been more complex and challenging than initially anticipated. Recognizing the importance of the program, we proactively sought and commissioned an independent analysis of the DCPS program in March 2014. The purpose of that analysis was to bring in an independent entity to perform an objective assessment of the DCPS program. The independent management consultant concluded DCPS does represent a significant opportunity for us and State DDS offices to improve case processing quality, enhance customer service, and reduce administrative costs. We are committed to implementing the assessment recommendations, and we are confident we will deliver the Disability Case Processing System successfully.

Through FY 2015, we will continue investigating whether the growing/improving market for off-the-shelf software could

improve the current development approach, update our cost benefit analysis with operational benefits, and adding functionality that provides the most value for beta sites.

Using Health Information Technology to Expedite Disability Decisions

Obtaining medical records electronically from health care organizations increases efficiencies in our disability determination process and dramatically improves service to the public by:

- Reducing the time to obtain medical records;
- Decreasing the time to complete a disability claim;
- Helping offset increasing workloads and staffing constraints; and
- Enabling computerized decision support.

We request more than 15 million medical records from about 500,000 providers for approximately 3 million initial disability claims annually. Our primary goal is to increase the volume of medical evidence received via health IT by expanding existing partnerships and adding new partners.

We have 28 active health IT partners, giving us access to the medical records of 3,143 medical providers in 29 states and the District of Columbia. In FY 2014, 2.98 percent of initial claims included health IT medical evidence, exceeding our performance goal by 0.48 percent. Cases with health IT sources processed 6 percent (5 days) faster than other cases, while cases with only health IT sources processed 47 percent (42 days) faster than all other cases (data based on cases initiated in FY 2014).

In FY 2015, our performance goal is to receive records via health IT for six percent of initial disability claims and eight percent in FY 2016.

External Factors

The following external factors may affect our efforts to maximize efficiencies throughout the disability program:

- We are dependent on the medical community's capability to respond to our requests for claimants' records. Not all providers have the same electronic capabilities, so we must continue to provide a full range of response options, including traditional methods of obtaining medical records;
- The industry does not have an electronic health record standard that provides the specific health information we need for disability determinations; and
- The demand for people with specialized health IT skillsets is increasing, making it more difficult for us to retain the employees we need to support our health IT efforts.

Performance Measure – Strategic Objective 3.2

3.2a: Improve the disability determination process by increasing the percentage of initial disability claims with health IT medical evidence

Fiscal Year	2014	2015	2016
Performance	3% (84,779 initial claims)		
Target	2.5% of initial disability claims processed with health IT medical evidence (75,000 initial claims)	6% of processed initial disability claims with health IT medical evidence (164,820 initial claims)	8% of processed initial disability claims with health IT medical evidence (220,100 initial claims)
Target Met	Met		

Results: We exceeded our FY 2014 target.

Data Definition: Percent of initial disability claims processed with health IT medical evidence

Data Source: Health IT Management Information Database for number of initial level health IT cases, Performance Management Reports for number of initial level disability cases

Strategic Objective 3.3: Enhance Employment Support Programs and Create New Opportunities for Returning Beneficiaries to Work

To increase the numbers of beneficiaries returning to work, we must create clear, consistent employment incentives. The complexity of our rules and the fear of incurring an overpayment (because of earnings) discourage beneficiaries' attempts to work. We continue to:

- Look for ways to simplify work incentives and minimize improper payments due to earnings;
- Strengthen our employment support programs, including the Ticket to Work program; and
- Provide help for beneficiaries who want to work through the Work Incentive Planning and Assistance program.

To encourage beneficiaries' work efforts and prevent potential work-related overpayments, we updated our Supplemental Security Income (SSI) work incentive notices in 2013 to provide more information on our work incentive policies and clearly explain beneficiaries' reporting responsibilities. We encourage young people who receive SSI benefits to work and reduce their dependency on disability benefits. Recent agency-funded research has found that policy changes and improved services to young adults who receive SSI can sharply improve employment outcomes.

We focus our employment support efforts on ensuring that people who use those supports not only work, but also work at their maximum capacity, reaching self-sufficient earnings whenever possible.

We are working with other federal agencies to develop early intervention demonstration proposals that would provide resources and support to workers with disabilities to help them stay in the labor force as long as possible.

Strategies

- Partner with the Departments of Education, Labor, and Health and Human Services to implement Promoting Readiness of Minors on SSI;
- Simplify work incentive policies and improve programs such as Ticket to Work and Vocational Rehabilitation Cost Reimbursement program; and
- Develop return-to-work demonstration proposals.

Progress Update

We took the following steps in FY 2014 to enhance employment support programs and create new opportunities for returning beneficiaries to work (see Key Initiatives and Performance Measures for more details):

- Developed a strategy using the existing Ticket to Work infrastructure to support the new Department of Labor federal contracting guidelines for hiring individuals with disabilities; and
- Simplified work incentive regulations.

Next Steps

- Target challenges and risks related to regulatory changes;
- Create new opportunities for returning beneficiaries to work; and
- Begin targeted Ticket mailings to beneficiaries.

Key Initiatives

Improving Employment Support Programs

Many disabled beneficiaries want to work and, with adequate support, some beneficiaries attain self-sufficiency. The Ticket to Work program and the Vocational Rehabilitation Cost Reimbursement program help beneficiaries transition to employment.

Employment networks coordinate and deliver employment services under the Ticket to Work program. In addition to helping beneficiaries find jobs, the employment network staff also helps beneficiaries stay employed, advance in their jobs, and remain off the disability rolls.

We monitor the business practices of employment networks to ensure they provide quality services. We continue to develop clear performance goals to ensure employment networks support beneficiaries in gaining and sustaining longterm employment, economic security, and financial independence. We conduct an annual customer satisfaction survey of beneficiaries who are working with employment networks and provide the results on a website maintained by our Ticket marketing contractor. Beneficiaries can use the survey results and other information on the website to evaluate and select an employment network that best meets their needs, interests, and employment goals.

We are expanding our Internet Ticket Operation Support System (iTOPS) to centralize the systems support for various applications in our return to work programs. Our partners can use iTOPS to assign Tickets, request payment, report on beneficiaries' progress, receive marketing files, and access reports about their programs. Many of actions in iTOPS are real time, enabling both our partners and our beneficiaries to have access to the most current information available.

We are improving our beneficiary outreach and education efforts by expanding our Ticket to Work call center, Internet information, and social media tools (e.g., YouTube, Facebook, and Twitter). All our work incentive seminar events are now available via webinars.

Most working-age individuals become eligible to participate in the Ticket to Work program when they begin receiving Social Security Disability Insurance or SSI benefits. Up until June 2011, we sent paper Tickets to eligible participants, and we plan to resume these mailings in April 2015.

While there were 84,027 new Tickets assigned during FY 2014 (a 26 percent increase in new Ticket assignments over the prior year), the net number of Tickets assigned or in use dipped from 321,218 at the end of FY 2013 to 316,363 at the end of FY 2014. However, the number of beneficiaries using Tickets who were removed from the disability rolls because they successfully returned to work increased from 8,682 to 10,529.

In FY 2014, we reported how many participating beneficiaries earned at least at the trial work level ($770 per month in FY 2014) within a year of starting the program. In FY 2015 and beyond, we will report the number of disability beneficiaries who use their Tickets and earn above trial work level, regardless of how quickly they did so. Our reporting will provide data on beneficiaries each year (not cumulative) and will tell us how many program participants have earnings at least at the trial work level or higher in the reporting year.

We joined with many other federal agencies to plan for and implement a new rule published by the Department of Labor in FY 2014. The regulation encourages businesses awarded federal contracts to hire people with disabilities. As part of that effort, we began using our outreach tools to link beneficiaries participating in our employment support programs with federal contractors seeking to hire people with disabilities.

In FY 2015, our marketing contractor will host virtual job fairs that will connect beneficiaries who are participating in the Ticket to Work program with federal contractors seeking to hire people with disabilities. We will also be working with other federal agencies as we focus on keeping more people with disabilities in the workforce and off disability benefits entirely. In FY 2016, we will continue to improve our outreach and job matching activities, focusing on bringing more beneficiaries and potential beneficiaries into the federal contractor workforce.

Improving Employment Support Outreach to Targeted Working-Age Beneficiaries

Historically, we educated beneficiaries about our work incentive programs by mailing them brochures when they began receiving benefits.

In January 2012, we began making automated telephone calls to beneficiaries we determine most likely to return to work. The calls inform individuals of their eligibility for the ongoing employment services and support available through the Ticket to Work program.

External Factors

The following external factor may affect our efforts to enhance employment support programs and create new opportunities for returning beneficiaries to work:

- Economic recovery is an ongoing factor in our performance and that of our service provider partners as they assist beneficiaries to return to work and become financially independent.

Performance Measures – Strategic Objective 3.3

3.3a: Achieve the target number of beneficiaries participating in the Ticket to Work program who begin earning above a certain level

Fiscal Year	2014	2015	2016
Performance	TBD		
Target	1300 beneficiaries		
Target Met	TBD		

Results: Our FY 2014 performance data is not available until April 2015. We will discuss our FY 2014 performance in next year's report.

Data Definition: The number of Social Security Disability Insurance, Supplemental Security Income and concurrent beneficiaries who have achieved trial-work-level earnings for the first time within 12 months after assigning their Ticket to an employment network or to a state vocational rehabilitation agency operating as an employment network. Beneficiaries achieving trial-work-level earnings prior to Ticket assignment will not be counted in this measure, nor will beneficiaries who place their Ticket in use with vocational rehabilitation. Ticket assignments that occur in the previous fiscal year may be counted if trial-work-level earnings are first achieved within the reporting period.

Data Source: Office of Child Support Enforcement earnings database and the Disability Control File

3.3b: Increase the number of beneficiaries returning to work by achieving the target number of Social Security Disability Insurance and Supplemental Security Income disability beneficiaries with Tickets assigned and in use, who work above a certain level (NEW)

Fiscal Year	2014	2015	2016
Performance			
Target		50,000 beneficiaries	55,000 beneficiaries
Target Met			

Data Definition: The total number of Social Security Disability Insurance, Supplemental Security Income, and concurrent beneficiaries who used their Ticket to sign up with an employment network or state vocational rehabilitation agency and who have recorded quarterly earnings in the Office of Child Support Enforcement database that are at or above three times the trial-work-level.

Data Source: Office of Child Support Enforcement earnings database

Strategic Goal 4: Build a Model Workforce to Deliver Quality Service

Our employees are our most valuable asset. Their commitment, along with our partners in disability determination services (DDS) sites, allows us to provide dedicated and compassionate services to the public. We will fully support and engage our workforce to create the necessary foundation for achieving the goals laid out in our strategic plan.

It is critical that we maintain a quality workforce using practices that support excellent service. Even with our economic challenges, our employees are our most vital and valued asset. Their training, developmental opportunities, and institutional knowledge-sharing are a high priority, and we continue to invest in these areas. We are also increasing our attractiveness as an employer of choice by expanding flexible workplace options, such as telework.

Strategic Objective 4.1: Attract and Acquire a Talented and Diverse Workforce that Reflects the Public We Serve

We have one of the most diverse workforces among agencies our size. We take great pride in knowing our employees reflect the diversity of the people we serve.

To remain an employer of choice for top talent, we are improving our hiring processes by using modernized recruitment strategies, such as social networking tools and virtual job fairs. We will retain this talent by updating our human resources programs, and equipping employees with the essential tools and support needed to complete their work and communicate with people of all ages, education levels, and cultural backgrounds.

Strategies

- Compete for top talent through modernized recruitment strategies;
- Use hiring flexibilities and programs to expand qualified applicant pools;
- Market and expand use of hiring authorities for veterans and individuals with disabilities; and
- Bridge knowledge gaps with core competencies for mission-critical positions.

Progress Update

We took the following steps in FY 2014 to attract and acquire a talented and diverse workforce (see Key Initiatives and Performance Measures for more details):

- Promoted diversity through the Veterans Employment Initiative and Employees with Disabilities Initiative;
- Promoted employee collaboration through web-based platforms; and
- Enhanced employees' understanding of potential career paths.

Next Steps

- Continue to monitor our diversity statistics at the national, regional, and component; and
- Expand recruiting into federal Pathways programs.

Key Initiatives

Focusing on the Employment of Veterans and Individuals with Disabilities

We honor the courage and sacrifice the men and women in our armed forces made during their active service. One of the best ways to express our appreciation is by creating civilian employment opportunities, enabling veterans to use the skills they acquired while serving this country.

We also recognize the rich talent pool that exists among individuals with disabilities, and we benefit from their experience as we develop strategies to improve our service to the American people.

Each fiscal year (FY), we establish goals for recruiting veterans and individuals with disabilities. Despite recent hiring limitations and budget constraints, we achieved or exceeded our commitments to hiring veterans and disabled workers. In FY 2014, veterans represented 41.28 percent and disabled veterans represented 19.68 percent of our total hiring. In FY 2015 and FY 2016, we will continue to work to meet or exceed our hiring goals of 25 percent for veterans and 17.50 percent for disabled veterans.

In addition, we employ individuals with targeted disabilities at nearly twice the rate of the Federal Government as a whole. In FY 2013, employees with targeted disabilities represented 1.98 percent of our total workforce and represented 1.9 percent of our total hiring. In FY 2014, employees with targeted disabilities represented 2 percent of our total workforce.

To assist with hiring individuals with disabilities, in FY 2014 we developed resources to guide recruiters, hiring officials, and managers throughout the hiring process. We collaborated with federal, state, and local veteran support networks to communicate employment and internship opportunities. Our collaborations include the Non-Paid Work Experience program, offered by the Department of Veterans Affairs (VA) for disabled veterans, and Operation War Fighter Internship program, offered by the Department of Defense for injured service men and women who are still on active duty, but awaiting medical discharge.

By working with groups such as the VA, the Wounded Warrior program, vocational rehabilitation agencies, college and university disability services offices, armed forces job fairs, disability advocacy organizations and other employment networks for qualified applicants, we hope to create an awareness of employment opportunities.

Highlighting the Pathways Programs (for Students and Recent Graduates to Federal Careers)

Students and recent graduates infuse our workplaces with new enthusiasm, talents, and perspectives. Our Pathways programs offer opportunities through three specific programs:

- **The Internship program** provides students in high schools, colleges, trade schools and other qualifying educational institutions with paid opportunities to explore federal careers while completing their educations;
- **The Recent Graduates program** provides developmental experiences to individuals who, within the previous two years, graduated from qualifying educational instructions; and
- **The Presidential Management Fellows program** provides entry-level positions and leadership development for advanced degree candidates and recent advanced degree graduates.

Hiring through these programs enables us to offer participants clear career paths, along with meaningful training and development opportunities. These programs enhance our ability to attract and hire a talented and diverse workforce that reflects the public we serve.

In FY 2014, we hired 17 percent of new employees through the Pathways programs. In FY 2015 and FY 2016, we plan to expand our recruiting efforts in these programs.

External Factors

The following external factors may affect our efforts to attract and acquire a talented and diverse workforce that reflects the public we serve:

- Budget constraints may affect our ability to continue some of our current human capital initiatives, such as meeting our hiring goals for veterans and disabled veterans; and
- Hiring freezes, pay freezes, and budget restrictions, coupled with increasing workloads, may create a decrease in employee satisfaction, which may affect retention.

Performance Measures – Strategic Objective 4.1

4.1a: Maintain the target veteran and disabled veteran new hire percentage to improve their representation in our workforce

Veterans Hiring

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	15.07%	17.33%	26.72%	36.78%	46.60%	41.28%		
Target				26.72%	18.00%	25.00%	25.00%	25.00%
Target Met				Met	Met	Met		

Disabled Veterans Hiring

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	7.50%	8.72%	13.59%	15.49%	18.10%	19.68%		
Target				14.59%	15.00%	16.49%	17.50%	17.50%
Target Met				Met	Met	Met		

Results: We exceeded our FY 2014 target s for veterans hiring and disabled veterans hiring. Our percentage of FY 2014 disabled veteran hires increased 1.58 percent over FY 2013 results.

Data Definition:

Veteran Hiring: For a given fiscal year, the percentage of overall permanent hires who are veterans (e.g., an employee who has been discharged or released from active duty in the armed forces under honorable conditions, has a 5-point or 10-point Veterans' Preference, has creditable military service, has an annuitant indicator, or has an appointment under either the Veterans Recruitment Appointment, the Veterans Employment Opportunities Act of 1998, or the 30 percent or more disabled veteran hiring authorities).

Disabled Veteran Hiring: For a given fiscal year, the percentage of overall permanent hires who are disabled veterans (e.g., an employee who has been discharged or released from active duty in the armed forces under honorable conditions and has a 10-point preference due to a service-connected disability). This category is a subset of the overall veterans hiring statistic.

Data includes full-time permanent and part-time permanent employees only.

Data Source: Federal Personnel and Payroll System Datamart

4.1b: Achieve the target onboard representation of employees with targeted disabilities

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	2.02%	1.99%	1.99%	1.99%	1.99%	2%		
Target				2%	2%	2%	2%	2%
Target Met				Not Met	Not Met	Met		

Results: We met our FY 2014 target for employees with targeted disabilities.

Data Definition: The percentage of the on-duty workforce, as of the end of the fiscal year (September 30), who self-identified as an individual with a targeted disability (e.g., an employee who has self-identified with one or more of the following physical or mental impairments: deafness, blindness, missing extremities, partial paralysis, complete paralysis, epilepsy, severe intellectual disability, psychiatric disability, or dwarfism).

Data includes full-time permanent and part-time permanent employees only.

Data Source: FY 2014: Human Resources Operational Data Store; FY 2015 and FY 2016: Federal Personnel and Payroll System Datamart

Strategic Objective 4.2: Strengthen the Competency, Agility, and Performance of Our Workforce to Align with the Needs of the Public

No matter how much automation we use to help us work more efficiently, we must equip our workforce with the information and tools to perform every task well. Although finding ways to get our employees the training they need while responding to customer needs quickly and expertly is challenging, we are committed to providing them with all the developmental, leadership, knowledge sharing, and systems training opportunities available to enhance their performance.

Strategies

- Ensure effective use of the agency's performance management systems to manage employee performance;
- Expand supervisor proficiencies;
- Prepare employees for future leadership opportunities;
- Develop methods to share subject matter expertise;
- Reduce skills gaps in mission-critical positions; and
- Provide employees with continued access to training and developmental experiences.

Progress Update

We took the following steps in FY 2014 to strengthen the competency, agility and performance of our workforce (see Key Initiatives and Performance Measures for more details):

- Launched our Leadership Essentials for New Supervisors (LENS) Training Initiative;
- Promoted employee development through the Leadership Development Program and Advanced Leadership Development Program; and
- Finalized our Human Capital Operation Plan (HCOP).

Next Steps

- To reduce skill gaps in mission-critical occupations, we are working closely with Office of Personnel Management (OPM) to develop a framework for competency/skills development and assessment;
- Pilot an internal skill-sharing program, Skills Connect, which is part of the Gov Project skill sharing project; and
- Pilot a formal national mentoring program.

Key Initiatives

Creating Management Training

We have established several programs to sustain a competent and effective group of leaders. Our competency-based Leadership Essentials for New Supervisors training integrates technical skills with leadership competencies and emphasizes performance management. We started this program in April 2014, and approximately 40 percent of our new supervisors participated during FY 2014.

We plan to build and maintain a cadre of leaders who have skills that are transferrable throughout our organization, thereby increasing the flexibility and responsiveness of our leadership. In FY 2015, we plan to expand our Leadership Essentials for New Supervisors training.

Reducing Skills Gaps

Identifying and reducing skill gaps at all levels of the organization, while promoting ways for employees to develop flexible career paths are important for our agency. Currently, we are creating competency models for critical positions and leaders based on a contemporary service delivery model, establishing competency-based hiring and promotion procedures, and developing competency-driven management tools. We are also developing a continuous learning program for experienced supervisors and managers, supporting agency-wide initiatives aimed at infusing data-based decision-making, and providing opportunities for cross-functional skill development.

Our efforts also align with the Cross-Agency Priority Goals to close skills gaps as reflected on performance.gov (www.performance.gov/clear_goals).

Focusing on Career Development Programs

Our future depends on developing employees' leadership and management skills throughout their careers. One way we identify and develop potential leaders is through our National Career Development Programs: the Leadership Development Program and the Advanced Leadership Development Program.

These programs target employees with demonstrated leadership potential and strengthen their leadership skills through developmental assignments and formal training. The Leadership Development Program prepares employees for General Series (GS)-11 through GS-13 leadership positions, and the Advanced Leadership Development Program prepares employees for GS-14 and GS-15 leadership positions.

To help our experienced managers prepare for senior level positions, we offer the Senior Executive Service Candidate Development Program. Our program for senior executives is a key element of our succession management strategy for filling future executive-level leadership vacancies.

Ultimately, these programs provide us with a cadre of leaders who are prepared, equipped, and ready to lead the agency.

In addition to our formal leadership programs, many of our employees gain leadership skills through progressively higher positions requiring greater levels of responsibility, accountability, and employee interactions.

Using GovProject to Share Talent Across Our Agency

The Office of Personnel Management is partnering with various federal agencies to implement GovConnect, a federal initiative designed to create a culture of excellence based on collaboration and teamwork within and across agencies. GovProject provides employees with opportunities to showcase their skills, develop new skills, establish networks and gain exposure to workloads outside of their position of record.

GovConnect has three collaboration models: GovCloud, GovStart, and GovProject. We volunteered to participate in a pilot of GovProject in FY 2015. GovProject is a talent-sharing model that focuses on creating a collaborative and engaged federal workforce. Its goal is to create a more agile and unified workforce by mobilizing skilled talent across the agency to develop employee skills and respond quickly to mission critical workload demands. In this model, employees work part-time on short-term, management-initiated projects. To expand exposure and participation on projects that employees normally could not access, projects are virtual.

GovProject provides employees with opportunities to showcase their skills, develop new skills, establish networks and gain exposure to workloads outside of their position of record. Following the pilot, we plan to evaluate the program and make any needed changes before launching the initiative agency-wide in FY 2016.

Enhancing our Human Resources Services Portal

Our Human Resources (HR) business processes currently rely on several disparate and standalone applications, most requiring separate security access. Our enhanced portal will provide one-stop-shopping for our managers, employees, and specialists to access HR information and applications. To improve the experience and provide quicker access to the tools needed, access is role-based, and we will enable single sign-on where possible.

In 2015, we will continue to add links to existing services and information, which is currently located in disparate locations; build a compliant and nationally available version of a regional application that provides a user-friendly interface with the federal personnel and payroll system data; and begin work on an electronic version of SSA-7B, Employee Record.

Marketing Availability of On-Demand Training and Development

We continue to promote our electronic libraries, online and distance training, and just-in-time training for employees. Our comprehensive online library delivers agency-specific content and training on new skills. It provides over 3,500 interactive courses; 28,000 eBooks; 4,500 leadership videos; 5,700 information technology desktop application videos; and 300 audio books. Most of the training sessions are less than an hour long, and employees can choose the format and training pace that accommodates their job, work location, and personal commitments.

In FY 2015, we will use awareness campaigns, presentations, and new employee orientations to promote training and development sessions.

Supporting Employees through Mentoring

Mentoring is a dynamic developmental and learning partnership through which one person (mentor) shares knowledge, skills, information, experience, perspective, and wisdom to foster the personal and professional development of another (mentee) through ongoing communication.

To support our employees and help prepare them for future job requirements, we are establishing a formal National Mentoring Program for all employees and expect to pilot it in FY 2015. Mentoring programs increase morale and organizational productivity and help participants plan their career paths.

Our goals for the mentoring program are to:

- Help new employees settle into our agency;
- Encourage development of leadership competencies;
- Communicate our values, vision, and mission agency;
- Help bridge the gap between formal education and hands-on experience;
- Enable experienced, highly competent employees to share their expertise with others;
- Create a culture that is attractive to top talent to influence employee retention; and
- Encourage the development of competencies in support of quality customer service.

External Factors

The following external factor may affect our efforts to strengthen the competency, agility, and performance of our workforce to align with the needs of the public:

- Successful implementation of workforce plans is based on sustained funding levels and sufficient levels of qualified staff to administer and maintain our key initiatives and programs.

Performance Measures – Strategic Objective 4.2

4.2a: Reduce skills gaps for leaders and/or potential leaders to improve leadership competencies

Fiscal Year	2014	2015	2016
Performance	Reduced skills gaps in critical competencies		
Target	Reduce skills gaps in Leadership Development Program participants in at least two critical competencies		
Target Met	Met		

Results: We met our FY 2014 target.

Data Definition: A skill gap is a gap in a person's knowledge of a skill or ability to perform it at a high level of proficiency. Competency is defined as a measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully. Participants in the 2013 Leadership Development Program will identify gaps in their skills associated with agency core and leadership competencies. Leadership Development Participants will use 360-degree assessments to identify skill gaps.
Human Resources will use the aggregate results to identify the two lowest scored competencies and target learning experiences to raise the aggregate proficiency levels.

Data Source: Vendor provided 360-degree assessments and our survey tools

4.2b: Reduce skills gaps in mission critical occupations to improve general and technical competencies

Fiscal Year	2014	2015	2016
Performance	Assessed human resources specialists to identify skills gaps		
Target	Assess skills gaps for human resources specialists		
Target Met	Met		

Results: We met our FY 2014 target.

Data Definition: The expected proficiencies are under development.

Data Source: Agency Skills Inventory and Interagency Agreement through Office of Personnel Management

4.2c: Improve talent management to strengthen the competence of our workforce (NEW)

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance		61%	62%	59%	55%	57%		
Target							Increase the talent management index score to 60%	Increase the talent management index score to 65%
Target Met								

Data Definition: During a given year, the Office of Personnel Management uses data from seven Federal Employee Viewpoint Survey questions to determine the extent to which employees perceived the organization has the talent necessary to achieve organizational goals. The seven survey questions follow:

Question 1 - I am given a real opportunity to improve my skills in my organization.
Question 11 - My talents are used well in the workplace.
Question 18 - My training needs are assessed.
Question 21 - My work unit is able to recruit people with the right skills.
Question 29 - The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.
Question 47 - Supervisors/team leaders in my work unit support employee development.
Question 68 - How satisfied are you with the training you receive for your present job?

Data Source: Office of Personnel Management

Strategic Objective 4.3: Foster an Inclusive Culture that Promotes Employee Well-Being, Innovation, and Engagement

We have consistently ranked among the Top 10 Best Places to Work among large agencies in the Federal Government. Our employees believe strongly in our mission and in the work that they do on behalf of the American people.

We care about the well-being of our workforce and support their engagement at work. We know that the more effort we place on employee safety, collaboration between management and labor representatives, and agency-wide communication, the better the opportunities we will have to generate creativity and innovation.

Strategies

- Promote work-life balance and employee well-being through workplace flexibilities;
- Ensure access to employee services (e.g., financial literacy, career development, work-life resources) regardless of location;
- Provide employees and managers with support to navigate complex personnel matters (e.g., employee conduct, performance, reasonable accommodations);
- Promote safety of employees through ongoing safety training and emergency preparedness activities;
- Engage labor organizations to promote collaboration and transparency; and
- Develop practices that facilitate open communication and understanding in order to enhance employee engagement and appreciation of our diversity.

Progress Update

We took the following steps in FY 2014 to foster an inclusive culture that promotes employee well-being, innovation and engagement (see Key Initiatives and Performance Measures for more details):

- Held forums with labor representatives to discuss workplace issues;
- Promoted work/life support training programs and wellness resources to our employees;
- Rolled out telework pilot; and
- Instituted a Diversity and Inclusion Council comprising employees from all levels, including leadership.

Next Steps

- Develop an action plan based on the results of the Federal Employee Viewpoint Survey;
- Continue working collaboratively with labor representatives;
- Expand telework opportunities throughout the agency; and
- Increase employee awareness of available training and work/life support services.

Key Initiatives

Improving the Employee Satisfaction Action Plan

The Federal Government has faced challenging times in recent years. While we address workload increases with finite resources, our employees' satisfaction remains a priority for our agency. Our employees are essential to meeting our challenges and achieving agency strategic goals. Therefore, it is paramount that we continue to promote an engaged and satisfied workforce.

Every year the Office of Personnel Management invites federal employees to participate in a survey, which asks about their satisfaction at work. Once we receive our agency results, we conduct extensive analysis and identify areas for improvement to address in our employee action plan. We will continue to focus on employee development, achieving optimal work-life balance, effective leadership, and communication, as part of our plan.

An engaged employee is most often a satisfied employee. A study, conducted by the United States Merit Systems Protection Board, shows the following elements are among those needed for effective employee engagement:

- Pride in one's work or workplace;
- Satisfaction with leadership;
- Opportunity to perform well at work;
- Satisfaction with the recognition received;
- Prospect for future personal and professional growth; and
- A positive work environment with a focus on teamwork.

We will continue to use annual survey information as a gauge for employee satisfaction and indicator for areas we need to improve. Our analysis of the 2014 federal employee survey identified employee development and work-life balance, effective leadership, and communication as areas to look for innovative ways to keep our employees engaged and satisfied in FY 2015 and FY 2016.

Creating Management and Labor Forum Meetings and Predecisional Involvement Opportunities

We are committed to fostering a collaborative labor-management relationship with our four unions (American Federation of Government Employees, International Federation of Professional and Engineers, National Treasury Employees Union, and National Federation of Federal Employees) through discussions during forums. Engaging in predecisional involvement on workplace issues is crucial for strengthening the labor-management relationship. The input and support of employees and management are critical to meeting our long-term public service commitment. We will continue to work collaboratively with employee representatives to ensure we deliver the highest quality service to the American people.

Highlighting Diversity and Inclusion

We serve a diverse nation and strive to recruit, promote, and retain a workforce that draws from all segments of society. We have a long-standing history of being among the most diverse federal agencies – a goal we achieved through careful planning and recruitment efforts. Our *Diversity and Inclusion Strategic Plan*, developed in FY 2012, highlights proven best practices for attracting, hiring, and retaining a diverse workforce. The plan also describes how we can foster a work environment that draws on our collective talents, respects individual differences, and leverages diversity.

To sustain our commitment, we instituted a Diversity and Inclusion Council with representation from all levels of the agency, including senior leadership. The Council's ongoing mission is to provide overarching guidance and support for our diversity and inclusion efforts by recognizing employees' unique perspectives and contributions. Our human resources staff collaborates with the Council on training, marketing, employee engagement, and outreach. Council members serve as role models and champions on initiatives that promote inclusiveness and leverage the diversity of our workforce.

Our diversity and inclusion practices help ensure we have a workforce representative of our customers and that we support Executive Order 13583, *Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*.

Supporting Work-Life Balance

We are actively making efforts to remain an employer of choice and maintain our ranking among the Top 10 Best Places to Work in the Federal Government. We demonstrate our commitment through family friendly policies, work/life services, and employee seminars on personal topics like financial literacy, fitness, stress management, and career development. We have also increased career opportunities across components.

In FY 2014, the agency implemented a new telework policy allowing employees to work in alternate locations, other than their official work locations. In FY 2015 and FY 2016, we will continue to increase participation in the agency's telework program.

External Factors

The following external factors may affect our efforts to foster an inclusive culture that promotes employee well-being, innovation, and engagement:

- While we are committed to a diverse and inclusive workforce reflecting the public we serve, limited budgets in the past have curtailed our resources to replace lost employees and reduced our ability to participate in outreach and recruitment activities that enhance the diversity of our job applicant pool; and
- The Diversity and Inclusion Council must draw on resources and people who have limited time to accomplish the initiatives and educational opportunities it undertakes.

Performance Measures – Strategic Objective 4.3

4.3a: Maintain status as one of the top 10 Best Places to Work among large agencies in the Federal Government

Fiscal Year	2009	2010	2011	2012	2013	2014	2015	2016
Performance	Top 10 Ranking	Top 10 Ranking	Top 10 Ranking	Top 10 Ranking	Top 10 Ranking	Top 10 Ranking		
Target						Achieve a Top 10 Ranking	Achieve a Top 10 Ranking	Achieve a Top 10 Ranking
Target Met						Met		

Results: We met our FY 2014 target. Since 2007, our employees have ranked us in the top 10 Best Places to Work in the Federal Government (www.bestplacestowork.org).

Data Definition: During a given year, the Partnership for Public Service uses responses to three Federal Employee Viewpoint Survey questions to develop index scores. The Partnership for Public Service ranks Federal Government agencies based on the calculated index scores using a proprietary formula. The rankings provide a rating of employee satisfaction and commitment across government. The three Federal Government Viewpoint Survey questions follow:

Question 40 - I recommend my organization as a good place to work.
Question 69 - Considering everything, how satisfied are you with your job?
Question 71 - Considering everything, how satisfied are you with your organization?

Data Source: The Partnership for Public Service

4.3b: Achieve the target two-year new hire retention percentage

Fiscal Year	2013	2014	2015	2016
Performance	84.3%	84.0%		
Target		Retain 85% of newly hired employees		
Target Met		Not Met		

Results: We did not meet our FY 2014 target. We retained 84 percent of newly hired employees, missing our target by one percentage point.

Data Definition: The percentage of employees who entered on duty as a new hire, including former employees who returned, and remained at our agency for 730 days or longer.

Data includes full-time permanent and part-time permanent employees only.

Data Source: Human Resources Operational Data Store

4.3c: Increase workplace flexibilities by expanding telework participation among employees

Fiscal Year	2014	2015	2016
Performance	104% increase over FY 2013 levels (8,547 employees)		
Target	Increase the percentage of employees participating in telework by 100% over FY 2013 levels (8,200 employees)	Increase the number of employees participating in telework to 16,400 by the end of the fiscal year	Increase the number of employees participating in telework to 20,000 by the end of the fiscal year
Target Met	Met		

Results: We met our FY 2014 target.

Data Definition: The agency is increasing the number of employees nationwide who telework (as reported to the Office of Personnel Management annually). Telework is defined as working a normal tour of duty at a location other than an official work site. In FY 2014, we had a total of 8,547 teleworkers. Our FY 2015 target is to increase participation to 16,400 teleworkers.

Data Source: Office of Personnel Management, Annual Telework Data

Strategic Objective 4.4: Enhance Planning and Alignment of Human Resources to Address Current and Future Public Service Needs

Large multilayered organizations often lack the agility to keep up with the frequent changes required to address public service needs. We will analyze our current workforce and develop strategies to meet our future organizational needs. Using workforce restructuring and reshaping programs, we will develop approaches to streamline and align our workforce. Our approaches will be supported by data analysis and forecasting to ensure we are prepared for the near term and for future service delivery needs.

Strategies

- Use workforce restructuring and reshaping programs (e.g., Voluntary Early Retirement Authority) to adjust and align the workforce with agency needs;
- Use human resource management information and data analytics to conduct effective workforce planning and forecasting that assists leaders in making data-driven decisions;
- Conduct data-driven performance reviews to assess, monitor, and track alignment of human capital programs with service delivery needs; and
- Utilize effective management principles to optimize organizational structures and workforce composition as we automate processes and expand self-service.

Progress Update

We took the following steps in FY 2014 to enhance planning and alignment of human resources to address current and future public service needs (see Key Initiatives and Performance Measures for more details):

- Implemented HRStat, a process developed by the Office of Personnel Management, to track and monitor human capital outcomes;
- Established the Office of Strategic Human Capital Management to research and benchmark various workforce-planning approaches;
- Finalized our Human Capital Operation Plan;
- Conducted retirement wave analysis; and
- Conducted Federal Employee Viewpoint Surveys.

Next Steps

- Enhance our inter-component oversight structure and process for workforce management;
- Expand our metrics-based evaluation and tracking;
- Fully implement HRStat;
- Establish organizational health assessment; and
- Institutionalize a new process to mitigate the risks encountered with competing priorities and limited resources.

Key Initiatives

Implementing HRStat Review Process

In FY 2014, we implemented the Office of Personnel Management's new process, HRStat, to track and monitor human capital outcomes. As part of the HRStat approach, we conduct quarterly data-driven human capital reviews. Senior executives review each quarter's outcomes to monitor our human capital initiatives and supporting metrics.

Our HRStat reviews provide us with the information we need to determine our strengths and weaknesses, monitor implementation of our programs, and evaluate our performance. HRStat also establishes a structure to track interim results of our human capital planning and implementation progress. This system provides ongoing progress, ensuring that our workforce aligns with the strategic direction of the agency.

Using Applicant Flow Data

The Federal Government must attract, develop, and retain a world-class, high-quality workforce that can deliver results for the American people and ensure the continued growth and prosperity of the nation. Federal agencies must make full use of our nation's talent by promoting workplaces that provide a level playing field and the opportunity for employees to achieve their potential.

One important tool in examining the inclusiveness of the Federal Government's recruitment efforts is Applicant Flow Data. Applicants for federal positions using USAJOBS have the option to complete a form that collects demographic information (i.e., sex, ethnicity, and race, and how they learned about the position). Applicant Flow Data refers to the analysis of this demographic information to determine differences in selection rates among different groups for a particular job.

We use this information to:

- Examine the fairness and inclusiveness of recruiting efforts;
- Determine whether recruitment efforts are reaching all segments of the population, consistent with federal equal employment opportunity laws;
- Identify barriers to employment and best practices at each stage of the hiring process: application, qualification, referral, and selection; and
- Strategically target resources to address the challenges most applicable to each demographic group.

Applicant Flow Data collection and sharing is an important initiative for the Federal Government. The Office of Personnel Management strongly supports conducting organizational self-analyses, along with the removal of any discriminatory barriers found through these analyses. The collection of demographic data, including Applicant Flow Data, is an integral part of the barrier-identification process described in the Equal Employment Opportunity Commission's Management Directive 715, which provides policy guidance to federal agencies on establishing and maintaining effective equal opportunity.

In FY 2015 and FY 2016, we will continue to analyze the data by components, regions, major occupations, and grade levels. As we identify differences in selection rates among different groups in a particular component or region, we will share the information with executives so we can address the challenges.

Implementing the Human Capital Operating Plan

Human capital is a major concern for leaders across the government. Federal leadership faces the challenge of recruiting, retaining, and developing a talented workforce in a fiscal climate marked by tight budgets, furloughs, and government shutdowns. In the face of increasingly complex and demanding realities, it is more important than ever for us to have employees with the right skills, in the right places, at the right times to achieve the agency's mission.

The Human Capital Operating Plan represents the agency's commitment to renew our focus on human capital and succession management and aligns with, and supports, the goals of our *Agency Strategic Plan for Fiscal Years 2014 – 2018* (www.socialsecurity.gov/asp). Our plan includes a mandate to Build a Model Workforce to Deliver Quality Service as one of our five strategic goals. To ensure we are able to achieve our workforce goal and objectives, we are working to revitalize our enterprise-wide approach for effective and proactive human capital management.

Our plan includes an analysis of our current and future workforce, identifying agency-specific initiatives, milestones, and outcome metrics, and it focuses on the following key areas:

- Transform the agency into an employer of choice;
- Transition to competency-based human capital management;
- Expand leadership and core competency skill development; and
- Establish an integrated and collaborative human capital management framework.

Human capital management encompasses the process of managing how people are hired, developed, deployed, motivated, and retained. It builds upon the traditional model of HR by focusing on results and seeks to align HR decisions and investments more directly with our agency's mission, goals, and objectives.

We must adopt a more proactive and data-driven approach toward managing human capital to meet the needs of our future workforce. Further, we must commit the requisite resources to ensure staff remains fully prepared to provide quality service to the public both now and in the future. This initiative, coupled with the resources and governance structure to monitor success, provides a solid foundation for achieving a reimagined, revitalized effort toward the attraction, acquisition, development, engagement, and retention of our greatest asset – our employees.
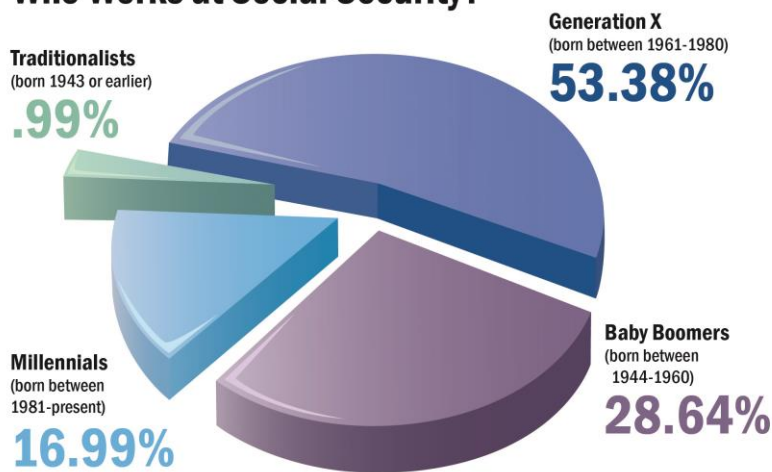
Source: Social Security Administration's Workforce at a Glance Report, September 30, 2014

Retirement Wave Analysis

Steady losses of employees from retirements present us with a unique opportunity to reshape our workforce. With almost 20 percent of our workforce eligible to retire, we will continue to build generational bridges and create an environment that focuses on developing a culture of continuous learning.

In FY 2013, we developed our FY 2013 2022 Retirement Wave Report (www.personnel.ba.ssa.gov/ope/RetirementWave/2013 2022 Retirement_Wave_Report_Final August_15_2013). This report provides valuable workforce data that our decision-makers can use for human capital and financial management decisions. Although we lose employees through all types of attrition, we focus this report on our highest source of attrition: retirements. This report provides information on actual retirements, retirement eligibility, and retirement projections, and provides us with an outlook on how our workforce may change over time. We will look for ways to prevent gaps and build the succession bench to guarantee continuity of the quality of service to the American public.

External Factors

The following external factors may affect our efforts to enhance planning and alignment of human resources to address current and future public service needs:

- Stakeholders continue to demand higher levels of accountability from the Federal Government; and
- The Office of Personnel Management (OPM) is crafting new regulatory language to fully integrate federal agencies' human capital strategies with th*e Government Performance and Results Modernization Act* process.

Performance Measures – Strategic Objective 4.4

4.4a: Conduct workforce analysis and planning activities to support future workforce transition initiatives

Fiscal Year	2014	2015	2016
Performance	Updated the Organization Health document and completed organizational assessment to support the Human Capital Operating Plan		
Target	Conduct workforce staffing analysis to support workforce planning efforts		
Target Met	Met		

Results: We met our FY 2014 target.

Data Definition: Workforce analysis and planning, a key component of strategic human capital management, is about aligning an organization's human capital - its people - with its business plan to achieve its mission. It is a systematic process for analyzing the current workforce, identifying future workforce needs, and establishing the gap between the workforce of today and the human capital needs of tomorrow to provide a basis for developing and implementing human capital initiatives and solutions.

Data source: Human Resources Operational Data Store, Federal Personnel and Payroll System Datamart, and Office of Human Resources

4.4b Achieve target number of human capital metrics to ensure progress toward building a model workforce

Fiscal Year	2014	2015	2016
Performance	77%		
Target	Achieve 75% of the human capital metrics	Achieve 75% of the human capital metrics	Achieve 75% of the human capital metrics
Target Met	Met		

Results: We exceeded our FY 2014 target. We achieved 77% of the human capital metrics.

Data Definition: After the end of the fiscal year, we determine the number of initiatives that met or exceeded the established target. We divide the number of metrics where we achieved the selected targets to the total number of initiatives that we monitored throughout the fiscal year.

Data Source: Office of Personnel Management's Federal Employee Viewpoint Survey, Federal Personnel and Payroll System, Human Resources Operational Data Store

Strategic Goal 5: Ensure Reliable, Secure, and Efficient Information Technology Services

As the demand for our agency's services increases, the American public expects to interact with us using every technology available to them. Online and mobile service options are in high demand for those who prefer electronic channels, yet some people and some services still require in-person assistance at a field office.

A robust and cost-effective information technology (IT) environment is at the core of every service our agency provides for the American public and for our employees. We support our mission-critical business and service operations by designing, deploying and maintaining one of the Nation's most sophisticated IT infrastructures.

With advances in technology, come increased security risks. Ensuring information and systems security is vital, and enhancing our cyber security protection is an ongoing task. When fully operational, our new data center, the National Support Center, will serve as the hub for our information technology operations. The National Support Center opened in September 2014, and we expect to complete the full systems migration by the end of 2016. We have planned carefully to ensure there is no service interruption during the transition.

Strategic Objective 5.1: Maintain System Performance and the Continuity of Information Technology Services

Technology is essential to everything we do. If our systems experience a problem, our productivity and service immediately decline. Maintaining strong IT performance is vital, despite rising IT demands, increasing cyber security risks, and constant industry changes.

We rely on a large and complex technology infrastructure. Our infrastructure includes dual data centers, extensive national databases, hundreds of software applications, large supporting computing platforms, and thousands of networked computers, printers, telephones, and other devices. Change to our IT infrastructure is constant, and we will ensure responsive, reliable performance.

Our dual data centers, the National Computer Center and the Second Support Center, maintain beneficiary demographic, wage, and benefit information, enabling us to promptly and accurately make benefits payments. The National Computer Center has been in continuous operation since 1980.

As part of the *American Recovery and Reinvestment Act of 2009*, Congress approved funding to build a new data center. All current production data center operations now housed in our aging National Computer Center will transition to the new National Support Center in 2015 and 2016. The new center will provide increased capacity and improved operational reliability and efficiency.

Strategies

- Successfully transition to the new National Support Center; and
- Maintain responsive, reliable system performance.

Progress Update

We took the following steps in FY 2014 to maintain system performance and the continuity of information technology services (see Key Initiatives and Performance Measures for more details):

- Began transition to the National Support Center, as scheduled; and
- Maintained system continuity, as planned.

Next Steps

- Continue transition plan to National Support Center; and
- Maintain current systems reliability metrics throughout the transition to the National Support Center.

Key Initiatives

Enhancing Our Infrastructure

Our new National Support Center opened in September 2014 and will dramatically increase our computing power, while reducing energy consumption. We designed the facility to be Leadership in Energy and Environmental Design Gold certified.

Minimal staffing, lighting most areas only when staff are present, and managing the infrastructure remotely will help reduce energy costs. Innovative heating and cooling systems will also help reduce costs. For example, we will capture the heat generated by our computer servers and use it to heat the building.

Our move into the new state-of-the-art National Support Center is essential to future enhancements to our infrastructure. Over the next several years, we will implement several technologies including high-speed disc replication, dynamic load balancing with high bandwidth connectivity between data centers, additional data center capacity, and automatic failover and staging systems.

Maintaining Systems Performance While Transitioning to the National Support Center

Moving our data infrastructure is no simple task. The transition is a complex process and the nature of our business requires continuous operation. Our goal is to provide uninterrupted service during the transition from our National Computer Center in Baltimore to the new National Support Center in Western Maryland.

Our service migration will begin in October 2014 and continue until August 2016. Our multiyear strategy includes using the latest technological advances to enhance the capacity, flexibility, and performance of our IT environment and infrastructure.

Improving Information Technology Cost and Performance

We use proven technologies to lower IT cost and improve performance. As part of our capital planning and investment control process, we evaluate the cost of IT projects in terms of their return on investment. We adopt new technologies to provide stable and high-performing environments.

When appropriate, we are leveraging technology, including cloud-computing, virtualization, and using open source infrastructure to lower our costs while increasing our performance.

External Factors

The following external factor may affect our efforts to maintain system performance and the continuity of information technology services:

- New legislation, changing technology, and high volumes of workloads may affect planned activities.

Performance Measures – Strategic Objective 5.1

5.1a: Provide uninterrupted access to our systems during scheduled times of operation

Fiscal Year	2010	2011	2012	2013	2014	2015	2016
Performance	99.84%	99.89%	99.9%	99.96%	99.97%		
Target			99.5% availability	99.5% availability	99.5% availability	99.5% availability	99.5% availability
Target Met			Met	Met	Met		

Results: We exceeded our FY 2014 target for uninterrupted systems availability.

Data Definition: We define enterprise availability as a weighted total availability of service channel mission-critical applications for all our customers. We consider an application available when the end user can perform all business functions within the application with reasonable response times. The weighting takes into account the relative impact that an outage could have on our customers, considering both the functionality and the service hours that are potentially affected. Six different service channels (i.e., online, electronic disability process, Internet, telephone, data exchange, and weekend online services) and accompanying applications are included. Mission-critical services in our enterprise availability include:

- Self-service Internet benefits applications;
- Automated telephone menu data applications;
- Email and case processing systems used by our direct support staff or by our partnering disability determination services staff; and
- External business services, including application services between us and other federal agencies, as well as data exchange systems used by our governmental or business partners.

Data Source: Hewlett-Packard OpenView Service Center (data is limited to Critical Application Severity 1 outages)

5.1b: Ensure the continuity of our agency's operations by transitioning information technology production functions to the National Support Center by FY 2016

Fiscal Year	2014	2015	2016
Performance	Migration planning and preparations are complete. We have taken ownership of the National Support Center and are making progress toward FY 2016		
Target	Complete migration planning and preparations		
Target Met	Met		

Results: We met our FY 2014 target.

Data Definition: The planning, design, development, and construction of a new National Support Center to replace the aging National Computer Center facilities infrastructure.

Data Source: National Support Center Migration Master Schedule

Strategic Objective 5.2: Enhance and Execute Plans to Modernize Our Systems

Our information technology (IT) solutions are constantly evolving as we meet our business needs with stable, modern technologies. We support and employ technologies championed by the Federal Chief Information Officer Council and the Federal Information Technology Reform Plan, such as digital government, shared services, modular development, near 24/7 system availability, and cloud computing architecture.

We are revising our computer code, once dominated by older programming languages (e.g., Common Business Oriented Language and Assembler Language Code) to provide a better balance of more modern code while maintaining older, highly functioning code. Improving the presentation and usability of our older systems, while removing technical risks, continues to be our focus.

As funding permits, we invest in new business applications, while improving existing applications and infrastructure. We incrementally modernize our older software applications based on business opportunity and technical risk. We continue to enable newer, more adaptable technologies, when appropriate, while maintaining the code base and systems supporting the services we provide the American public every day.

Strategies

- Refresh IT planning activities to effectively prioritize and manage IT investments;
- Employ technology to extend service, mitigate risk, and reduce cost; and
- Assess application portfolios, focusing on cost, business value, and technology sustainability.

Progress Update

We took the following steps in FY 2014 to enhance and execute plans to modernize our systems (see Key Initiatives and Performance Measures for more details):

- Enhanced our annual application portfolio management review by combing data collection and detail analysis.

Next Steps

- Eliminate use of Assembler Language Code; and
- Convert selected databases to relational database technology.

Key Initiatives

Modernizing Older Software Applications

We manage our IT application portfolio the same way you would manage your investment portfolio. First, we evaluate existing software applications to ensure they meet our business goals while fitting into our overall IT plan. Then we use those evaluations to retire, modernize, or maintain the applications.

Our application portfolio management practice includes ongoing reviews of all our applications.

Modernization efforts include updating database designs, replacing outdated user interfaces, upgrading infrastructure and more complete service integration.

Improving Information Technology Governance and Architectural Planning

IT governance and architectural planning covers a wide range of systems development and planning activities related to standards and regulations, systems management, life-cycle support, user groups, performance and availability, and new technologies. Governance helps ensure that we adhere to our policies and to federal IT requirements.

Our Architecture Design Group reviews project proposals to determine their impact on our enterprise architecture. If changes are needed, the project team is advised. The Architecture Design Group also documents and maintains our architectural standards. In addition, we also have an electronic review process for reviewing and assessing architectural changes.

We provide support for the design, installation, and maintenance of the hardware and software needed to ensure a reliable, efficient, and effective environment for all of our platforms.

External Factors

The following external factors may affect our efforts to enhance and execute plans to modernize our systems:

- It is critical that our budget continues to allow us to modernize our IT infrastructure; and
- Legislative changes and other federal mandates often require reallocation of scarce resources.

Technologies Internet Users Say Would Be Very Hard to Give Up

Internet: 46%
Cell phone: 44%
Television: 35%
Email: 34%
Landline phone: 17%
Social media: 10%
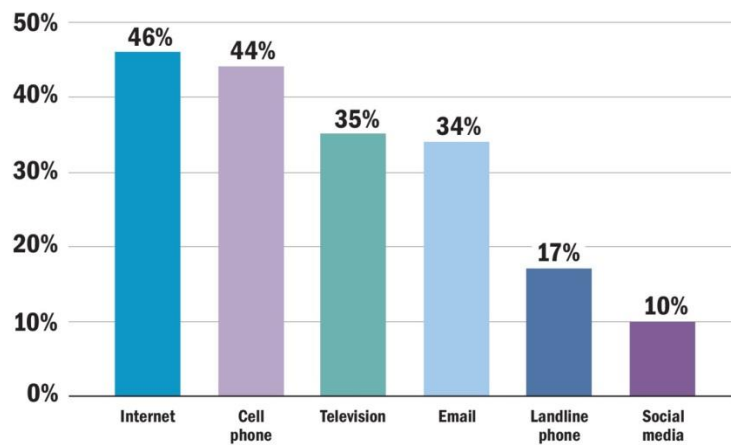
Source: Pew Research Center Internet Project Survey, January 2014.

Performance Measures – Strategic Objective 5.2

5.2a: Enhance systems performance and reliability by upgrading the telecommunications infrastructure in our offices

Fiscal Year	2014	2015	2016
Performance	Upgraded infrastructure to better incorporate new technologies		
Target	Complete the infrastructure upgrade to incorporate modern technologies that support future Internet and network capacity needs and new capabilities	Refresh 50% of our Network Connection devices by September 30, 2015	Refresh 50% of our Network Connection devices by September 30, 2016
Target Met	Met		

Results: We met our target through a variety of upgrade activities, including upgrading 90 percent of our field office network locations with new Internet service providers, relocating our downtown Baltimore office to a new building with a modern infrastructure, and beginning our transition to our new National Service Center.

Data Definition: This target provides for the design, installation, implementation, monitoring, and maintenance of our Wide Area and Local Area Networks and the connectivity to these network services to end users nationwide. It also provides the communication medium through which our employees receive data such as voice and video, administers the Network's services agency-wide, and the exchange of data with other federal and state agencies. The projects in this initiative involve the National 800 Number, Satellite and Wireless Communications Solutions, Video Teleconferencing, fax, Voice over Internet Protocol, Electronic Messaging, and the procurements of system hardware and software services.

Data Source: Our Wide Area and Local Area Networks and Connectivity Plan

5.2b: Maintain reliable IT services by continually assessing business and infrastructure applications to identify those that are high risk, and determine strategies to renovate, replace, or retire those identified

Fiscal Year	2014	2015	2016
Performance	An analysis of our Application Inventory identified potential modernization project efforts that have business as well as technology impact. Those potential modernization efforts were shared with the DCS/CIO and the Portfolio Executive staff to be considered along with the normal Strategic IT Assessment and Review process		
Target	Identify high-risk applications and appropriate mitigation strategies Submit proposals to IT Investment selection process		
Target Met	Met		

Results: We met our FY 2014 target.

Data Definition: Application Portfolio Management is a disciplined and repeatable process used to assess the business value of existing software applications and services. The process reviews alignment with strategic business goals and evaluates which applications should be retired, renovated, or maintained, while taking into account the risk factors involved.

Selected applications are reviewed during our strategic information technology assessment and review process to ensure requirements and proposals support our strategic direction and other architecture plans.

Data Source: Application Portfolio Management Annual Review, Strategic Information Technology Assessment and Review Prioritization Review

Strategic Objective 5.3: Incorporate Innovative Advances in Service Delivery

Advances in computer technology, the increase of high-speed networks, and widespread use of mobile technology have reshaped our service channels. Our customers expect us to provide exceptional service, regardless of the technology they use.

We are constantly reviewing emerging technologies, and we are planning effective, efficient service delivery options based on our research. As we develop new options, we are targeting areas where reengineering is most needed.

We actively participate in the Federal Chief Information Officers Council and leverage the expertise of industry experts, as well as our own business and technical staffs, to develop the most effective solutions for our customers and our employees. Additionally, we are participating in the Federal Strategic Sourcing Initiative for Desktops and Laptops to support our infrastructure enhancement efforts.

Strategies

- Deliver accurate, convenient, and flexible agency systems and services in a cost-conscious manner;
- Explore the use of emerging technologies to improve service and increase efficiency; and
- Engage and benchmark private and public IT communities to ensure the timely identification of important Key Initiatives.

Progress Update

We took the following steps in fiscal year (FY) 2014 to incorporate innovative advances in service delivery (see Key Initiatives and Performance Measures for more details):

- Continued participation in the Federal Chief Information Officers Council.

Next Steps

- Continue to support and maintain the testing lab with current devices based on trending internal and external usage patterns.

Key Initiatives

Enhancing our National 800 Number Infrastructure

With our new National 800 Number infrastructure fully implemented, enhancements for FY 2014 focused on strategic planning and day-to-day management of our call centers to improve performance. The enhancements will provide information managers can use to coach and mentor our call center staff.

Additionally, the enhancements will improve speech recognition, enabling callers to complete their business using our automated services. By FY 2015, we expect the increases in quality and call completion to result in increased customer service ratings.

Training is currently underway for all levels of staff, and we expect training to be complete by early FY 2015. By the end of FY 2016, we expect to implement the full suite of services available, which includes forecasting/planning, post-call customer surveys, real-time management, training, quality management, and performance monitoring.

Expanding Video Conferencing Capabilities throughout the Agency

We expanded video conferencing throughout the agency, including hearing offices, field offices, and individual employee workstations. We currently use large desktop video units to provide video conferencing, particularly in rural areas where there is no local office. These units, while expensive and cumbersome, provide a much-needed service and are readily available.

External Factors

The following external factors may affect our efforts to incorporate innovative advances in service delivery:

- The public demands more sophisticated, integrated service channels to supplement our traditional structure; and
- Implementing and maintaining customer service stations may not be cost effective.

Performance Measures – Strategic Objective 5.3

5.3a: Enhance our IT infrastructure by implementing innovative systems accessibility and performance capabilities

Fiscal Year	2014	2015	2016
Performance	Bandwidth-on-Demand capabilities are operational at over 75% of agency sites		
Target	Implement Bandwidth-on-Demand, which will provide the ability to increase telecommunications capacity to quickly meet the changing service needs of our offices and clients	Reduce open systems infrastructure size from 1,500 servers to 1,000 servers by September 2015	Modify employee system accessibility by using a single device for systems access from all duty stations, thereby reducing the number of agency workstations and software licenses from 152,000 to 100,000 by September 30, 2016
Target Met	Met		

Results: We met our FY 2014 target.

Data Definition: This target provides for the design, installation, implementation, software, monitoring, and maintenance of our Wide Area and Local Area Networks and the connectivity to these network services to end-users nationwide. It also provides the communication medium through which our employees receive data such as voice and video, administers the network's services agency-wide, and the exchange of data with other federal and state agencies. The projects in this initiative involve the National 800# Call Center, Satellite and Wireless Communications Solutions, Video Teleconferencing, Fax, Voice over Internet Protocol, Electronic Messaging, and the procurements of system hardware and software services.

Data Source: Our Wide Area and Local Area Networks and Connectivity Plan

5.3b: Explore the use of emerging technologies by establishing a testing lab to promote research and development of innovative technology solutions that provide more effective and flexible ways for the public to conduct business with us online and for our employees to complete their work

Fiscal Year	2104	2015	2016
Performance	We are actively supporting new agency electronic initiatives such as customer service stations and an upgraded environment for self-help personal computers		
Target	Identify and implement new innovative tools to expand the capabilities of the testing lab to develop solutions that accommodate evolving customer preferences.	Conduct three new research projects in emerging technologies such as predictive analytics, cloud, shared services, self-help personal computers, real-time chat, digital analytics, and cognitive computing by September 30, 2015	Conduct three new research projects in emerging technologies such as predictive analytics, cloud, shared services, self-help personal computers, real-time chat, digital analytics, and cognitive computing by September 30, 2016
Target Met	Met		

Results: We met our FY 2014 target.

Data Definition: As a result of today's volatile and unpredictable mobile, tablet and personal computer environment, we must conduct compatibility testing with a multitude of devices, browsers and operating systems to ensure our online customers are able to successfully conduct business with us no matter what device they use. By monitoring the advances being made in delivery channels and by monitoring the use of these channels to access our services, we determine which devices to purchase and test in our testing lab, focusing on the devices with the highest percent of use.

Data source: Industry and national trends. Google Analytics

Strategic Objective 5.4: Continuously Strengthen Our Cyber Security Program

Given the sensitive nature of the highly personal information and data within our systems, data integrity and security, as well as the protection of individual privacy, are primary service imperatives. New services and delivery channels expose us to modern threats. We must be vigilant and continue to strengthen our cyber security intelligence and protections.

We maintain a comprehensive, agency-wide information security program of controls that protect our information and communications assets. We continually review policies and processes, taking appropriate corrective action to prevent misuse and unauthorized access to assets and sensitive data, including personally identifiable information.

Strategies

- Maintain information security preparedness;
- Continually adjust security processes and procedures to reflect changes in technology, the sensitivity of our data and systems, and awareness of actual and potential internal and external threats;
- Perform risk-based systems reviews to enhance continuous monitoring and data loss prevention strategies; and
- Enhance our audit trail, integrity review, and fraud prevention processes.

Progress Update

We took the following steps in FY 2014 to strengthen our cyber security program (see Key Initiatives and Performance Measures for more details):

- Implemented several new processes and capabilities to strengthen our cybersecurity program, including:
    - Security awareness training campaign;
    - Continued implementation use of Personal Identity Verification credentials; and
    - Continuous dashboard monitoring.

Next Steps

- Implement new technical architecture to strengthen our audit trail system capabilities.

Key Initiatives

Protecting Our Systems and Data

We continue to strengthen our information security program to meet the standards and requirements of the *Federal Information Security Management Act of 2002* by training our employees and implementing effective cybersecurity technologies.

Our systems and data are constantly at risk from emerging threats and technology. We deploy new tools and techniques as threats are discovered. Software flaws pose an ongoing risk, potentially making our systems vulnerable to malicious or accidental actions. In response, we have added additional licenses of a tool our developers use to scan their code and repair it before release if security flaws are found.

Threats to data and systems can also come from within an organization. We are rolling out an agency-wide automated access control system, replacing our current paper based system. The new system will improve timeliness in granting and removing user access, improve accuracy in assigning access to information resources, and provide clearer audit records. We are also analyzing new technologies to review employee activity. Our changing service delivery channels and other system changes require ongoing updates to our monitoring systems.

Finally, employee security awareness and training remains a high priority. Agency-wide on-demand video training helps raise employee awareness on protecting our systems and data. Because our work often involves personal interactions,

we must always be on guard against a threat known as social engineering, where people pretend to be coworkers, repair technicians, or any other role, where they could access to our systems or data. We have invested heavily in special training for all of our employees to help them recognize and prevent social engineering activities and other types of activities that can cause system problems.

Implementing Audit Trail System New Architecture Phase II

Our audit trail system ensures we protect our records and funds by collecting and maintaining detailed information about both internal and external transactions. The system stores data from programmatic and select Internet applications, allowing us to review transactions for signs of fraud and abuse.

The new audit trail system architecture will strengthen our fraud detection and prevention efforts by capturing details of transactions most vulnerable to fraud. The system pilot launched in February 2014 with a product launch planned for March 2015.

Implementing Information Security Program

We maintain a comprehensive, agency-wide information security program to protect information and communications assets. We review our policies and processes continually to ensure adequate safeguards are in place to prevent misuse and unauthorized access to our systems and data.

We have completed the following activities supporting both the federal Cybersecurity Cross-Agency Priority Goals and the Department of Homeland Security's Federal Network Security Compliance and Assurance program:

- Established Trusted Internet Connection Access Provider designation through the Department of Homeland Security;
- Participated in the National Cyber Protection System, a collaboration between the Department of Homeland Security and other federal agencies to share security resources;
- Collaborated with the Department of Homeland Security to develop monthly security assessments of our public-facing network;
- Defined and implemented an information security continuous monitoring strategy to manage information security risks;
- Participated in the Department of Homeland Security's Continuous Diagnostics and Mitigation program to ensure we have an accurate view of our risks and the effectiveness of our controls. We share our computer security information across the federal civilian government agencies to help ensure they are aware of the threats to their infrastructures and can swiftly take corrective measures; and
- Implemented personal identity verification credentials, as defined in Homeland Security Presidential Directive 12, as a secure form of identification.

New services and delivery channels expose us to modern threats. We must be consistently diligent and continue to strengthen our cybersecurity intelligence and protections. We continually adjust our information security program to reflect changes in technology, the sensitivity of covered information and information systems, and internal or external threats to information and communications.

External Factors

The following external factor may affect our efforts to strengthen our cybersecurity program:

- As the agency continues to shift its business model to enable the public to use more online services, the potential for fraud will increase. Sufficient resources are essential to effectively safeguard personal information and protect the public trust against fraudulent activity.

Performance Measure – Strategic Objective 5.4

5.4a: Provide secure and effective services to the public by improving cyber security performance

Fiscal Year	2013	2014	2015	2016
Performance	Homeland Security Presidential Directive 12 Compliance – result 85% Information Security Continuous Monitoring – result 96% Trusted Internet Connections Consolidation – result 100% Trusted Internet Connections 2.0 Capabilities – result 96%	We met 3 out of 4 targets. Homeland Security Presidential Directive 12 Compliance – target 75%; result 87% Information Security Continuous Monitoring – target 95%; result 98% Trusted Internet Connections Consolidation – target 95%; result 100% Trusted Internet Connections 2.0 Capabilities – target 100%; result 94%		
Target		Meet the performance requirements of the Department of Homeland Security's Federal Network Security Compliance and Assurance program and the Cyber Security Cross-Agency Priority Goals	Meet the performance requirements of the Department of Homeland Security's Federal Network Security Compliance and Assurance program and the Cyber Security Cross-Agency Priority Goals	Meet the performance requirements of the Department of Homeland Security's Federal Network Security Compliance and Assurance program and the Cyber Security Cross-Agency Priority Goals
Target Met		Met		

Results: We met three out of four of our FY 2014 targets.

Data Definition: Define and implement strong controls to continuously monitor the security status of network, systems, and information and ensure that individuals with access to our network resources are using strong authentication to connect.

Data Source: Department of Homeland Security Cross-Agency Priority Goals (www.goals.performance.gov/goals_2013)

Appendices

Appendix A:
Our Management and Performance Challenges

In fiscal year 2014, The Office of the Inspector General identified seven top management and Social Security Administration (SSA) Management Issues, summarized below. For additional information, please refer to the Fiscal Year 2014 Inspector General Statement on the Social Security Administration's Major Management and Performance Challenges (http://oig.ssa.gov/sites/default/files/audit/full/pdf/A-02-15-15038_0.pdf. (Responsible official acronyms are listed in Appendix F, Summary of Key Management Official's Responsibilities.)

Reduce the Hearings Backlog and Prevent its Recurrence (DCDAR)

Challenge: While SSA has emphasized the need for quality, consistency, and timeliness in its disability decisions, this remains a challenge as the hearings backlog approaches one million cases and timeliness continues to worsen.

Improve the Timeliness and Quality of the Disability Process (DCDAR, DCO, DCBFQM)

Challenge: SSA needs to address receipt of millions of initial disability and reconsideration claims and backlogs of initial disability claims and continuing disability reviews, while also protecting its disability programs from fraud.

Reduce Improper Payments and Increase Overpayment Recoveries (DCRDP, DCBFQM)

Challenge: SSA is responsible for issuing over $800 billion in benefit payments, annually, to about 60 million people. Given the amount of overall dollars involved in SSA's payments, even the slightest error in the overall process can result in millions of dollars in over or underpayments.

Improve Customer Service (DCDAR, DCO, DCBFQM, DCS)

Challenge: SSA faces several challenges, such as increasing workloads and representative payee oversight, as it pursues its mission to deliver services that meet the public's changing needs.

Invest in Information Technology Infrastructure to Support Current and Future Workloads (DCS)

Challenge: SSA faces major challenges to ensure it has sufficient information technology controls, provides secure electronic services to meet its customers' growing needs, strategically plans to modernize its systems for future service delivery, and efficiently implements major information technology initiatives.

Strengthen the Integrity and Protection of the Social Security Number (DCS)

Challenge: Protecting the Social Security number and properly posting the wages reported under Social Security numbers are critical to ensuring eligible individuals receive the full benefits they are due.

Strengthen Planning, Transparency, and Accountability (COSS, CSO, DCHR, DCS)

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

Appendix B:
Program Evaluations

We routinely evaluate our programs by conducting a variety of studies and surveys to determine if our programs are effective. We continue to build on our collection of program data, research, and analyses to identify our program strengths and weaknesses. We use information from program evaluations to develop strategies to address the major challenges we face and to improve the day-to-day administration of our programs. We complete many of our evaluations annually while others may be one-time efforts.

We list the evaluations under the strategic goal they support from our Agency Strategic Plan, Fiscal Years 2014- FY 2018 (www.socialsecurity.gov/asp).

Strategic Goal 1 – Deliver Innovative, Quality Services

Field Office Telephone Service Evaluation

We conduct an annual evaluation of the telephone service in our field offices. Each year, since 1999, we select a random sample of over 100 field offices across the country for the evaluation. We monitor about 2,000 randomly selected calls over the course of the year to assess the accuracy of the information representatives provide and the actions they take. The representatives do not know when we monitor their calls. We use the results of our Field Office Telephone Service Evaluation to identify training needs and clarify operating instructions for our representatives.

We assess the accuracy of the information representatives provide and the actions they take based on our program policies and operating guidelines. We use three measures of accuracy in our Field Office Telephone Service Evaluation:

- **Payment Accuracy** – indicates the percentage of calls free of payment error. A payment error occurs when a representative's information or action (or failure to give information or take action) has the potential to affect a caller's payment or eligibility for benefits adversely;
- **Service Accuracy** – reflects the percentage of calls free of service error. A service error occurs when a representative does not meet the caller's need for information, causes the caller inconvenience, or creates an unnecessary additional workload; and
- **Access and Disclosure Accuracy** – reflects the percentage of callers properly identified to permit release of personal information from our records. We previously included access and disclosure errors in the calculation of service accuracy.

Our latest published accuracy rates are for fiscal year (FY) 2013. Payment accuracy was 96.8 percent, identical to the FY 2012 rate. Service accuracy was 90.4 percent, which was comparable to the FY 2012 rate of 91.5 percent. Access and disclosure accuracy in FY 2013 was 70.3 percent. Although this rate was 3 percentage points higher than the FY 2012 rate of 67.1 percent, the difference was not statistically significant. Nevertheless, the FY 2013 access and disclosure accuracy rate maintained the upward trend that began in FY 2011 when the rate rose by almost 8 percentage points to 69.4 percent.

National 800 Number Telephone Service Evaluation

We monitor calls to our National 800 Number to evaluate both the accuracy of the information our telephone agents provide and the actions they take. Each year, since 1989, we monitor about 3,000 calls handled by agents in our 35 call centers nationwide. We randomly select and monitor calls throughout the year based on a statistical sampling methodology. Our agents do not know when we monitor their calls. We use the results of our annual National 800 Number Service Evaluation to identify training needs and improve operating instructions for our agents.

This evaluation identifies the specific causes of error and the operating policies that our agents did not follow. It uses the same standards of payment, service, and access and disclosure accuracy as our Field Office Telephone Service Evaluation discussed above. Our latest published accuracy rates are for FY 2013. The FY 2013 payment accuracy rate fell to 96 percent in FY 2013, returning to a level last seen in FY 2009 (95.8 percent), and reversing the significant improvement maintained from FY 2010 through FY 2012. Service accuracy was 92.4 percent in FY 2013, nearly identical to the rate in FY 2012 (92.2 percent). The access and disclosure accuracy was 95.7 percent in FY 2013. While the FY 2013 rate was statistically the same as the FY 2012 rate of 94.5 percent, both were significantly higher than access and disclosure accuracy rates ever achieved previously.

Online Authentication Survey

The Online Authentication Survey (OAS) focused on the satisfaction of customers who visited a field office to complete their *my* Social Security account registrations after encountering a problem during the online process. The OAS measured satisfaction with key aspects of the service experience and obtained an overall rating of the online account registration process using our standard six-point rating scale: excellent, very good, good (E/VG/G), fair, poor, or very poor. In addition to addressing satisfaction with the online registration process, the survey also assessed satisfaction with service received during the field office visit or on the telephone.

Our FY 2014 survey found that responder perceptions of the process for resolving an online registration problem and creating an account improved significantly compared with FY 2013. Responders gave a rating of 86 percent E/VG/G for their "start-to-finish" experience creating the account, up from 77 percent E/VG/G in FY 2013. Improved perceptions of telephone service in connection with the account registration contributed to the overall improvement. The rating of telephone service overall rose by 11 percentage points to 71 percent E/VG/G in FY 2014, following the introduction of the *my* Social Security 800 number Help Desk. Ratings of other aspects of the telephone experience, such as ease of access, also improved by a margin of 6 to 17 percentage points. Responders continued to report a high degree of satisfaction with the service they received when they visited the field office, rating the in-person service experience at 91 percent E/VG/G.

Service Satisfaction Surveys

We measure satisfaction with our services by surveying people who use them. The surveys we conduct reflect the public's perception of the services we provide in person, on the Internet, or by telephone at our National 800 Number, and in our field offices. The feedback helps us identify strengths and weaknesses in our service delivery so we can make necessary improvements. In addition to reporting satisfaction rates from our surveys here, we make them available to the public on Data.gov (www.data.gov).

Results from our FY 2014 surveys showed that overall satisfaction with our field office telephone service remained stable, while satisfaction with our national 800 number service declined. Callers rated the 800 number service overall at 66 percent E/VG/G, down from 70 percent E/VG/G in FY 2013. Callers rated field office telephone service overall at 79 percent E/VG/G, in line with the FY 2013 rating of 78 percent E/VG/G.

The decline in overall satisfaction with 800 number service was linked to decreased satisfaction with access to service. The access rating to 800 number service in FY 2014 fell to 44 percent E/VG/G, furthering the steep decline that occurred in FY 2013 when the access rating dropped to 52 percent from 64 percent E/VG/G the previous year. Satisfaction with access to field office telephone service held steady in FY 2014 at 71 percent E/VG/G.

Despite the decline in satisfaction with overall service and access, 800 number callers continued to give high marks for the service they received from staff. Ratings of courtesy, helpfulness, job knowledge, and clarity of explanations were all close to 90 percent E/VG/G. Field office staff received similar high marks from callers.

Retirement Applicant Survey

The Retirement Applicant Survey sampled recently awarded retirement beneficiaries. It explores service delivery preferences and expectations, particularly around electronic services. We expect survey results to be available by March 2015. The findings will be reported in the FY 2015 Annual Performance Report.

Strategic Goal 2 – Strengthen the Integrity of Our Programs

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

The Social Security Act requires the Board of Trustees of the Old-Age and Survivors Insurance and Disability Insurance Trust Funds to report annually to Congress on the actuarial status and financial operations of the Trust Funds. *The 2014 Annual Report of the Board of Trustees of the Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds* (www.socialsecurity.gov/OACT/TR/2014), issued in July 2014, includes projections for years 2014 to 2088. The 2014 report showed a similar projected long-term financial status of the Social Security program as compared to the Trustees' 2013 report.

Highlights in the report included:

- Non-interest income fell below program costs in 2010 for the first time since 1983. Program costs are projected to exceed non-interest income throughout the remainder of the 75-year projection period;
- The combined Old-Age and Survivors Insurance and Disability Insurance Trust Fund reserves are still growing and will continue to do so through 2019. Beginning in 2020, the cost of the program is projected to exceed total income, and the trust fund reserves will begin to decline;
- The projected point at which the combined Trust Fund reserves will become depleted, if Congress does not act before then, comes in 2033 – unchanged from the estimate in last year's report;
- The projected point at which the Disability Insurance Trust Fund reserves will become depleted is 2016 – unchanged from the estimate in last year's report; and
- The projected actuarial deficit over the 75-year long-range period is 2.88 percent of taxable payroll – up slightly from 2.72 percent in last year's report.

Annual Report of the Supplemental Security Income Program

We report annually to the President and to Congress the status of the Supplemental Security Income (SSI) program. The report's purpose is to provide the necessary data to manage the SSI program effectively. The 2014 SSI Annual Report (www.socialsecurity.gov/OACT/ssir/SSI14), issued in August 2014, includes projections for years 2014 to 2038.

Significant findings stemming from our evaluation included:

- By 2038, the end of the 25-year projection period, we estimate that the federal SSI recipient population will reach 9.2 million. The projected growth in the SSI program over the 25-year period is largely due to the overall growth in the U.S. population, though the growth in the SSI recipient population is projected to be somewhat slower than the growth in the U.S. population;
- As a percentage of the total U.S. population, the number of federal SSI recipients increased slightly from 2.51 percent in 2012 to 2.52 percent in 2013. We project this percentage to gradually decline throughout the 25-year projection period, reaching 2.35 percent of the population in 2038;
- We estimate that federal expenditures for SSI payments in calendar year 2014 will increase by $1.2 billion to $54.6 billion, an increase of 2.3 percent from 2013 levels;
- In dollars adjusted by the Consumer Price Index to 2014 levels, we project that federal expenditures for SSI payments will increase to $61.2 billion in 2038, a real increase of 0.5 percent per year; and
- In 2013, federal SSI expenditures expressed as a percentage of the gross domestic product (GDP) were 0.32 percent. We project that expenditures, as a percentage of GDP, will decrease to 0.31 percent of GDP in 2014, and continue to decline thereafter to 0.22 percent of GDP by 2038.

Preeffectuation Review of Disability Determinations

Public Law 96-265, Public Health and Welfare, Section 221-c, requires us to review at least 50 percent of all Social Security Disability Insurance (SSDI) and concurrent SSDI/SSI adult disability favorable initial and reconsideration determinations made by the state disability determination services (DDS). In addition, Public Law 109-171, Deficit Reduction Act, requires we review at least 50 percent of all SSI adult initial and reconsideration favorable determinations made by the DDS.

We select Preeffectuation Review (PER) cases from all 54 DDS jurisdictions (the 50 states, plus U.S. territories) using a statistical model to identify allowances with a higher probability of containing substantive errors (i.e., potential to ultimately reverse the determination from allowance to denial).

Three agency components work in conjunction with the Centers for Medicare and Medicaid Services to produce a report to Congress on the lifetime savings resulting from PER.

The most recent PER Report to Congress for FY 2012 shows estimated program savings of $668 million, which include Medicare and Medicaid savings. Preliminary data for FY 2013 indicates that more than 6,600 DDS determinations were reversed, but the program savings information is not yet available. The FY 2013 and FY 2014 results will be made available in a future Annual Performance Report.

Retirement, Survivors, and Disability Insurance Stewardship Review

Stewardship findings provide the basic measure we use to report on the accuracy of the Old-Age, Survivors and Disability Insurance (OASDI) payments. We base the FY 2013 report findings on non-medical reviews of monthly samples of OASDI payments issued from October 2012 through September 2013. We also provide payment accuracy rates for the current and previous reporting periods. The FY 2014 findings will be published in the FY 2015 Annual Performance Report.

Overall, the OASDI accuracy rate was 99.8 percent for overpayments in FY 2013 based on improper payments totaling a projected $1.9 billion (i.e., 99.8 percent of all dollars paid were free of overpayment errors).

Accuracy for OASDI underpayments was 99.9 percent in FY 2013, based on unpaid dollars projected at $1.1 billion (i.e., underpayment dollar errors, as a percentage of total dollars paid, were 0.13 percent).

Comparable accuracy rates for FY 2012 were 99.8 percent for overpayments and 99.9 percent for underpayments. The changes in the overall OASDI overpayment and underpayment accuracy rates are not statistically significant.

Supplemental Security Income Stewardship Review

The review evaluates non-medical factors of eligibility and measures the accuracy of payments made to people receiving SSI benefits. The primary objective is to measure the accuracy of payments we issued and to report these accuracy rates as required by the *Improper Payments Information Act of 2002* and the *Improper Payments Elimination and Recovery Act of 2010*.

We reviewed 4,105 SSI cases in FY 2013. Accuracy rates are derived using data from the review of SSI cases with a payment made in at least one month of the fiscal year under review. Any difference between what was actually paid and what the quality review determines should have been paid, is expressed as an overpayment or underpayment error. The overpayment accuracy rate is the percentage of all dollars paid that are free of overpayment errors. The underpayment accuracy rate is the projected dollar value of underpayment errors represented as a ratio of all dollars paid. The overpayment and underpayment accuracy rates are calculated and reported separately.

In FY 2013, the overpayment accuracy rate was 92.4 percent based on overpaid dollars totaling a projected $4.2 billion. This represents an increase of 1 percentage point from the FY 2012 overpayment accuracy rate of 93.7 percent, but this increase is not statistically significant.

In FY 2013, the underpayment accuracy rate was 98.3 percent based on underpaid dollars totaling a projected $0.9 billion. This represents no percentage point change from the FY 2012 underpayment accuracy rate of 98.2 percent. The FY 2014 findings will be published in the FY 2015 Annual Performance Report.

Strategic Goal 3 – Serve the Public through a Stronger, More Responsive Disability Program

Office of Quality Review Denial Review

In FY 2014, we conducted an internal control review of medically denied disability applications adjudicated by the DDS. We conducted this review to identify whether denial decisions by the DDS were policy compliant and supported by the medical and vocational evidence in the case file.

We reviewed 26,688 cases from 52 DDS sites (all 50 states, the District of Columbia, and the Commonwealth of Puerto Rico). To select the cases, we used a statistical model to identify cases that matched the profile for highly error-prone medically denied disability applications. Out of the 26,688 cases we reviewed, 2,768 (10.4 percent) contained a substantive error (i.e., an error that could result in a change in the determination of the case).

Our review of denials in FY 2014 resulted in the reversal of 1,833 DDS denial determinations to allowances. These reversals resulted in claimants receiving their benefits at an earlier stage in the process.

Quality Review Assessment of Senior Attorney Advisor Disability Decisions

In our FY 2013 Quality Review Assessment of Senior Attorney Advisor (SAA) Disability Decisions, we agreed with 83 percent of the 792 sampled SAA decisions, because a preponderance of the evidence supported those decisions. This agreement rate was a statistically meaningful difference from FY 2012, when we agreed with 78 percent of the SAA decisions. When comparing the FY 2013 rate to earlier fiscal years, the differences were also statistically meaningful.

We attribute the change in the allowance agreement rate from FY 2012 to a decrease in the number of decisions that lacked sufficient documentation to support a fully favorable decision or in which the evidence was conflictive. We also identified a decrease in cases with onset date issues where the evidence did not support the onset date that the SAA established.

We will discuss the results of our FY 2014 Quality Review Assessment of Senior Attorney Advisor Disability Decisions in our FY 2015 Annual Performance Report.

Disability Case Review of Administrative Law Judge Hearing Decisions

The disability case review is an ongoing, post-effectuation quality review of administrative law judge hearing decisions. Our four-year data comparison begins with the last six months of FY 2009 and ends with the first six months of FY 2013.

- For the last six months of FY 2009 (April through September), we agreed with 90 percent of administrative law judge favorable decisions and 89 percent of their unfavorable decisions.
- For FY 2010, we agreed with 84 percent of the administrative law judge favorable decisions and 91 percent of the unfavorable decisions.
- For FY 2011, we agreed with 77 percent of the administrative law judge favorable decisions as compared to 87 percent of the unfavorable decisions.
- For FY 2012 we agreed with 77 percent of the administrative law judge favorable decisions and 91 percent of the unfavorable decisions.
- For the first six months of FY 2013, we agreed with 81 percent of the favorable decisions and 93 percent of the unfavorable decisions.

As noted above, there was no change in the agreement rate between FY 2011 and FY 2012 for administrative law judge favorable decisions. When comparing the FY 2012 findings to the 90 percent agreement rate for FY 2009, the difference is statistically meaningful. However, the 7 percentage point difference between FY 2012 and FY 2010 findings for administrative law judge favorable decisions is not statistically meaningful.

We agreed with 91 percent of the administrative law judge unfavorable decisions for FY 2012 because a preponderance of the evidence supported those decisions. When comparing the FY 2012 agreement rate for administrative law judge unfavorable decisions to the prior reporting periods, none of the differences was statistically meaningful.

When comparing the first six months of FY 2013 to prior fiscal years, the differences were not statistically meaningful. We will discuss the results of our FY 2013 Disability Case Review of administrative law judge hearing decisions in our FY 2015 Annual Performance Report.

Disability Scorecard Surveys

The disability scorecard surveys measure customer satisfaction with the disability application process at the initial and hearing levels. We conduct the initial and hearing level surveys in alternate years. Our survey samples include both SSDI and SSI claimants in the following groups that reflect different stages of the process:

- **Mid-process** – after an initial disability application is filed but before a decision is made;
- **Initial awards and denials** – after the initial level decision on the application; and
- **Hearing awards and denials** – after the hearing level decision on the application.

We ask those surveyed for an overall rating of the service we provided during the disability application process. Survey findings consistently show that respondent opinion is influenced greatly by the outcome of the application for disability benefits. Our latest results are for FY 2013, when we conducted the hearing level segment of the disability scorecard surveys. These results showed a gap of 45 percentage points in the overall satisfaction of claimants awarded at the hearing level (overall rating of 85 percent E/VG/G) and those denied at the hearing (overall rating of 40 percent E/VG/G).

Evaluation of Ticket to Work Program

The *Ticket to Work and Work Incentives Act of 1999* (P.L. 106-170) requires the Commissioner of Social Security to provide for independent evaluations to assess the effectiveness of the Ticket to Work program and submit reports to Congress with findings and recommendations to improve the program. We completed the seventh and final evaluation report in July 2013.

Overall, the evaluation found that beneficiaries who participated in Ticket to Work we satisfied with the program, and had better outcomes than those who returned to work without using our employment services.

However, the program's efforts have not translated into recipients becoming self-sufficient enough to no longer need benefits. Additional information about the findings are available at Ticket to Work Evaluation Reports (http://www.socialsecurity.gov/disabilityresearch/twe_reports.htm)

Strategic Goal 4 – Build a Model Workforce to Deliver Quality Service

Federal Employee Viewpoint Survey (formerly the Annual Employee Survey/Federal Human Capital Survey)

The U.S. Office of Personnel Management sent the 2014 Federal Employee Viewpoint Survey to over 17,000 of our employees. Our employees had from May 6, 2014 through June 13, 2014 to take the survey. Over half of our permanent employees completed the survey.

We use the Federal Employee Viewpoint Survey results as a tool for measuring employee satisfaction and engagement throughout our agency. We also use the results to develop both departmental and agency-wide action plans to address areas targeted for improvement. Traditionally, results demonstrate that employee job satisfaction is one of the strengths of our agency.

For more information about survey results, see the Federal Employee Viewpoint Survey (www.fedview.opm.gov/).

Management Directive-715

The directive provides policy guidance and standards for establishing and maintaining effective affirmative action programs. The Equal Employment Opportunity Commission (EEOC) Management Directive 715 requires federal agencies to conduct an annual self-assessment of their Equal Employment Opportunity (EEO) program to ensure it meets the requirements for each of the six essential elements of a model program. The assessment occurs in the first quarter of a fiscal year, with the report due to the EEOC in the second quarter of the fiscal year.

Below, we present our FY 2013 results, which were not available when we published our *FY 2013 Performance and Accountability Report*.

Our FY 2013 Management Directive 715 self-assessment showed that of the 117 measures of the essential elements of a model Equal Employment Opportunity (EEO) program that are applicable to us, we met 103 measures and were deficient in only 14 measures. Highlights included:

- The Acting Commissioner issuing an EEO Policy Statement in May 2013, three months after installation as the agency head;
- Consistently informing employees about inappropriate behavior in the workplace through various methods [e.g., new employee orientation, mandatory Notification and Federal Employee Antidiscrimination and Retaliation (No FEAR) Act training, annual EEO training];
- Continuing to use contractors to identify barriers that may be impeding the realization of EEO; and
- Collaborating and coordinating effectively between EEO and Human Resources.

For the 14 identified deficiencies, we described our plans to correct them to the extent possible. Examples of identified deficiencies included:

- Lack of timely compliance with EEO Commission orders;
- Not requiring managers to participate in Alternative Dispute Resolution;
- Not timely completing EEO pre-complaint counseling; and
- Not timely completing EEO investigations.

We will discuss the results of our FY 2014 assessment in our FY 2015 Annual Performance Report.

Center for Section 504 Compliance

We ensure agency compliance with Section 504 of the Rehabilitation Act of 1973, which prohibits discrimination against individuals with disabilities and requires federal agencies to provide meaningful access to their programs and activities to individuals with disabilities. We have developed an Intranet application, iAccommodate, to track the accommodations that our employees provide to individuals with disabilities.

In FY 2014, we launched iAccommodate nationwide. iAccommodate tracks accommodations our employees provide and allows employees to refer decisions for accommodations that their offices cannot provide to the Center for Section 504 Compliance (Center). iAccommodate tracks the time it takes for the Center to issue a decision. We expect to make most decisions within two weeks. However, more complex requests may require additional time. Our goal is to make all decisions within 45 days of receiving the request.

iAccommodate also allows us to determine which accommodations are being requested most often. We can use that information to change the accommodations we offer to ensure we are providing the accommodations that our customers need.

Strategic Goal 5 – Ensure Reliable, Secure, and Efficient Information Technology Services

Federal Information Security Management Act Report

The Federal Information Security Management Act (FISMA) is part of the E-Government Act of 2002. FISMA is a framework requiring federal agencies to ensure they provide adequate security and privacy protections for federal information systems and information. We must submit an annual FISMA status report to the Office of Management and Budget.

Our report summarizes the results from security and privacy reviews conducted on our major information systems and programs, progress on correcting identified weaknesses, and the results of other work performed during the reporting period using the Office of Management and Budget's performance measures. Several bills are pending in Congress intended to strengthen FISMA. As Congress considers new cybersecurity legislation, we will continue our efforts to meet and exceed existing information security requirements for protecting federal information systems and personally identifiable information.

For more information refer to the complete report, FY 2011 Report to Congress on the Implementation of the Federal Information Security Management Act of 2002 (www.whitehouse.gov/sites/default/files/omb/assets/egov_docs/fy11_fisma.pdf).

Appendix C:
How We Ensure Our Data Integrity

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

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

We designed these controls to safeguard the integrity and quality of our vast data resources. These controls ensure that our data contain no material inadequacies. These same controls support the Commissioner's Federal Managers' Financial Integrity Act Assurance Statement.

Data Integrity Systems and Controls

We gather performance data using automated management information and other workload measurement systems. In fiscal year (FY) 2010, we initiated a new data quality program designed to assess, measure, and monitor the quality of performance data.

We evaluate the data in terms of four quality dimensions:

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

We conduct these quality evaluations based on established internal methodologies. As we introduce new performance measures, we perform a comprehensive data assessment using these four quality dimensions. From the assessment results, we establish a baseline. After 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 FY 2013, we performed baseline assessments for the following performance measures:

- Increase the percentage of claims filed online;
- Net disability determination services accuracy by state;
- Medicare determinations by state; and
- Social Security Administration enumeration accuracy.

We conducted these assessments in addition to continuously monitoring previously base lined performance measures, thereby expanding data quality program.

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

As part of our fiduciary responsibility to the public, we use an Audit Trail System (ATS) to protect our records and taxpayer funds from improper use. The Audit Trail System collects and maintains detailed information about SSA 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 2014 Financial Statements

The Chief Financial Officers Act of 1990 requires the Office of the Inspector General (OIG) or an independent external auditor that it selects to audit our financial statements. OIG selected Grant Thornton, LLP to conduct the FY 2014 audit. The auditor found we present fairly the basic financial statements, in all material respects, in conformity with accounting principles generally accepted in the United States of America for Federal entities.

The audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements.

Role of the Office of the Inspector General

The Office of the Inspector General (OIG) plays a key role in protecting our programs and operations from waste, fraud, and abuse. OIG conducts independent and objective audits, evaluations, and investigations. OIG provides timely, useful, and reliable information and advice to agency officials, Congress, and the public.

OIG's Office of Audit conducts performance audits and makes recommendations to make sure we achieve our program objectives. To audit our performance indicators and to ensure that our established performance measures comply with the Government Performance and Results Act (GPRA) Modernization Act of 2010, OIG contracted with KPMG, LLP, and an independent auditing firm.

In FY 2013, OIG issued two audits, completed by KPMG, evaluating three of our GPRA performance indicators: (1) DDS case production per work year, (2) Achieve the target number of initial disability claims pending, and (3) Complete the budgeted number of hearing requests.

The reports are:

- Performance Indicator Audit: Disability Claims (A-15-12-12116) (http://oig.ssa.gov/sites/default/files/audit/full/pdf/A-15-12-12116.pdf) and
- Performance Indicator Audit: Hearing Requests (A-15-12-12115) (http://oig.ssa.gov/sites/default/files/audit/full/pdf/A-15-12-12115.pdf).

The objectives of these audits were to:

- Comprehend and document our sources of data for the specific performance measure OIG selected for review;
- Identify and test critical controls (both electronic data processing and manual) of systems that generated the specified performance data;
- Test the adequacy, accuracy, reasonableness, completeness, and consistency of the underlying data for the specified performance measure; and
- Recalculate each performance measure to ascertain its accuracy.

For the performance indicators, disability determination services cases production per work year and Achieve the target number of initial disability claims, KPMG stated:

"Based on the results of our audit, we do not believe the performance indicators (PI) were adequate, accurate, reasonable, complete, and consistent with the underlying data. We noted, however, that internal controls over the system supporting the PIs were operating effectively."

For the third performance indicators, complete the budgeted number of hearing requests, KPMG stated:

> "Based on the results of our audit, we believe the PI was adequate, accurate, reasonable, complete, and consistent with the underlying data. In addition, we noted that internal controls over the system supporting the PI were operating effectively."

These and other OIG reports are located on OIG's webpage (http://oig.ssa.gov/audits-and-investigations/audit-reports/2012-10--2013-09).

Appendix D:
Changes to Performance Measures

Performance Measures Established in Fiscal Year 2015

2.3c **NEW**	Maintain a high accuracy rate of payments made through the Old-Age, Survivors, and Disability Insurance program to minimize improper payments
3.3b **NEW**	Achieve the target number of Social Security Disability Insurance and Supplemental Security Income disability beneficiaries with Tickets assigned and in use, who work above a certain level
4.2c **NEW**	Improve talent management to strengthen the competence of our workforce

Carryover Performance Measures with Title Changes

	Fiscal Year 2015 New Title	**Fiscal Year 2014 Old Title**
1.2c	Maintain high customer satisfaction with our online services	Maintain customer satisfaction with our online services
1.4a	Evaluate our physical footprint as described in our OMB-approved Real Property Cost Savings and Innovation Plan	In light of substantial staff losses and availability of many self-service options, we will reassess our physical footprint to identify opportunities for improved service delivery
4.1a	Maintain the target veteran and disabled veteran new hire percentage to improve their representation in our workforce	Achieve the target veteran and disabled veteran new hire percentage to improve their representation in the SSA workforce
4.3c	Increase workplace flexibilities by expanding telework participation among employees	Increase workplace flexibilities by expanding telework opportunities for employees
4.4b	Achieve target number of human capital metrics to ensure progress toward building a model workforce	Achieve target number of human capital metrics identified in ongoing human capital performance review sessions

Appendix E:
Summary of Key Management Officials' Responsibilities

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

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

Chief Strategic Officer (CSO), Ruby Burrell, advises and assists the Commissioner to ensure that we achieve our mission and goals through strategic and performance planning, measurement, analysis, regular assessment of progress, and the use of performance information to improve the results achieved. The CSO also oversees our transparency efforts and serves as the Performance Improvement Officer.

Chief Actuary (CAct), Stephen C. Goss, plans and directs program actuarial estimates and analyses for our programs and for any proposed changes in programs and trust funds. The CAct 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), David F. Black, advises the COSS, DCOSS, and all subordinate organizational components (except the Inspector General) on legal matters.

Inspector General (IG), Patrick P. O'Carroll Jr., promotes economy, efficiency, and effectiveness in administering our programs and operations, and prevents and detects fraud, waste, abuse, and mismanagement.

Deputy Commissioner for Budget, Finance, Quality, and Management (DCBFQM), Chief Financial Officer (CFO), Peter D. Spencer, directs our comprehensive management programs including budget, quality reviews and studies, financial policy, acquisition, grants, facilities supply management, and security and emergency preparedness. The DCBFQM also serves as the Chief Financial Officer.

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

Deputy Commissioner for Disability Adjudication and Review (DCDAR), Glenn E. Sklar, administers our nationwide appeal and review program in accordance with relevant federal laws.

Deputy Commissioner for Human Resources (DCHR), Chief Human Capital Officer (CHCO), Reginald F. Wells, Ph.D., administers our human resources programs, including training human capital initiatives, personnel and employee relations, labor management, and civil rights and equal opportunity. The DCHR also serves as the Chief Human Capital Officer.

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

Deputy Commissioner for Operations (DCO), Nancy A. Berryhill, directs our network of field offices, National 800 Number Teleservices Centers, and Processing Centers. The DCO oversees the Disability Determination Services.

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

Deputy Commissioner for Systems (DCS), Chief Information Officer (CIO), William B. Zielinski, directs the strategic management of our systems and databases, which includes the development, validation, and implementation of new systems. The DCS directs operational integration, strategic planning processes, and implementation of a systems configuration program. The DCS also serves as the Chief Information Officer, responsible for managing our information technology (IT) investment process and assessing the performance of our major IT investments.

Appendix F:
Glossary of Acronyms

A

AFI	Access to Financial Institutions
APG	Agency Priority Goals
ASA	Average Speed of Answer
ATS	Audit Trail System

C

CAct	Chief Actuary
CAL	Compassionate Allowances
CAP	Cross-Agency Priority
CDR	Continuing Disability Review
CFO	Chief Financial Officer
CHO	Chief Human Capital Office
CIO	Chief Information Officer
COSS	Commissioner of Social Security
CSO	Chief Strategic Officer

D

DCBFQM	Deputy Commissioner for Budget, Finance, Quality, and Management
DCCOMM	Deputy Commissioner for Communications
DCDAR	Deputy Commissioner for Disability Adjudication and Review
DCHR	Deputy Commissioner for Human Resources
DCLCA	Deputy Commissioner for Legislation and Congressional Affairs
DCO	Deputy Commissioner for Operations
DCOSS	Deputy Commissioner of Social Security
DCPS	Disability Case Processing System
DCRDP	Deputy Commissioner for Retirement and Disability Policy
DCS	Deputy Commissioner for Systems
DDS	Disability Determination Services
DoD	Department of Defense

E

eCAT	Electronic Claims Analysis Tool
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
E/VG/G	Excellent/Very Good/Good

F

FISMA	Federal Information Security Management
FPPS	Federal Personnel and Payroll System
FY	Fiscal Year

G

GAO	Government Accountability Office
GC	General Counsel
GDP	Gross Domestic Product
GPRA	Government Performance and Results Act (GPRA) Modernization Act of 2010
GS	General Series

H

HCAAF	Human Capital Accountability Framework
HCAS	Human Capital Accounting System
HHS	Department of Health and Human Services
HR	Human Resources
HRMA	Human Resources Management Assets
HRODS	Human Resources Operational Data Store

I

IG	Inspector General
IT	Information Technology
iTOPS	Internet Ticket Operations Support

O

OAS	Online Authentication Survey
OASDI	Old-Age, Survivors, and Disability Insurance
OIG	Office of the Inspector General
OMB	Office of Management and Budget

P

PER	Preeffectuation Review
PI	Performance Indicator
PPS	Partnership for Public Service

Q

QDD	Quick Disability Determinations

S

SAA	Senior Attorney Advisor
SSA	Social Security Administration
SSDI	Social Security Disability Insurance
SSI	Supplemental Security Income
SSN	Social Security Number
SSNAP	Social Security Number Application Process

T

TBD	To Be Determined
TOP	Treasury Offset Program
TWL	Trial Work Level

V

VA	Department of Veterans Affairs