

Annual Performance Plan FY 2017 – FY 2018

Social Security Administration

Annual Performance Plan for Fiscal Year 2018

Revised Annual Performance Plan for Fiscal Year 2017



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Acting Commissioner's Message



Following in the footsteps of past Commissioners, I am honored to serve as the Acting Commissioner of Social Security. For the past eight decades, Social Security's programs have touched the lives of nearly all Americans and have been here for the people who need and count on them. We know that delivering timely, quality services has a meaningful impact on the people we serve. Few government agencies touch the lives of as many people as we do. The Social Security Administration pays monthly benefits to approximately 70 million individuals.

We issue Social Security cards and numbers at birth, record earnings when individuals enter the workforce, provide benefit estimates as workers begin thinking about leaving the workforce, and provide a safety net in the unfortunate event of blindness, disability or death. The people we serve are our top priority, and we will continue to remain mission-focused and mission-driven.

I am pleased to issue the *Annual Performance Plan Fiscal Years 2017-2018*, which reflects our priorities and goals for the current and next fiscal year. We remain focused on providing service that is efficient and compassionate, while protecting the integrity of our programs.

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

Nancy A. Berryhill

Acting Commissioner

Our Mission

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

Our Programs

Few government agencies touch the lives of as many people as we do. We administer the Old-Age, Survivors, and Disability Insurance program and the Supplemental Security Income program. These programs provide vital support to some of the most vulnerable members of our society, including people with disabilities, surviving family members, retirees, and the blind and disabled with limited income and resources. In fiscal year (FY) 2017, we expect to pay nearly a trillion dollars to a monthly average of approximately 70 million people.

Old-Age, Survivors, and Disability Insurance Program

We administer the Old-Age, Survivors, and Disability Insurance program, commonly referred to as “Social Security.” Individuals earn coverage for Social Security retirement, survivors, and disability protection and benefits by working and paying Social Security taxes on their earnings.

Social Security pays monthly benefits to approximately 62 million individuals, consisting of 42 million retired workers and 3 million of their spouses and children; 9 million workers with disabilities and 2 million dependents; and 6 million surviving widows and widowers, children, and other dependents of deceased workers. During FY 2017, we expect to pay more than \$940 billion to Social Security beneficiaries.

Supplemental Security Income Program

We also administer the Supplemental Security Income (SSI) program, which provides monthly payments to individuals with limited income and resources who are aged, blind, or disabled. Adults and children under age 18 can receive payments based on disability or blindness. General tax revenues fund the SSI program.

We make SSI payments to approximately 1 million aged recipients, 1 million blind or disabled children, and 6 million blind or disabled adults. In FY 2017, we expect to pay nearly \$55 billion in federal benefits to a monthly average of approximately 8 million SSI recipients.

Our Organization

Approximately 62,000 federal employees and 16,000 state employees serve the public from a network of offices across the country.

Individuals receive in-person service at our field offices and Social Security card centers. Our teleservice centers handle calls to our National 800 Number. Our processing centers handle Social Security retirement, survivors, and disability payments, and support other services like our National 800 Number. State agencies handle disability determinations at the first two levels of our claims and appeals process. Administrative law judges in our hearing offices and administrative appeals judges in our Appeals Council decide appealed cases.

Annual Performance Plan

This Annual Performance Plan addresses the goals, objectives, and strategies in our [Agency Strategic Plan for Fiscal Years 2014 – 2018](#) as required by the Government Performance and Results Modernization Act of 2010. We evaluate our progress by the performance measures and targets following each strategic objective. (Note: We identify agency priority goals by APG, budgeted workload measures by BWM, and new performance measures by NEW).

Strategic Goal 1: Deliver Innovative, Quality Services

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

Lead: Deputy Commissioner, Office of Operations

Key Initiatives

Expanding Online Access through Social Security Express

Our Social Security Express initiative provides access to our online services, including [my Social Security](#), in our field offices and external locations.

- Self-help personal computers are available in over 800 offices nationwide. These computers allow individuals to access our online services using computers in our offices, enabling them to complete some transactions without waiting to see a representative. We plan to expand the program in FY 2017 and FY 2018 by adding new locations and additional equipment.
- Social Security Express desktop icons provide a direct link to our online services from a public computer or website. These icons are available currently at 70 external partner sites, such as libraries and senior centers. Users can access the same services available through the self-help personal computers in our field offices. We plan to expand the number of desktop icon partner sites in FY 2017 and FY 2018.

Leveraging [my Social Security](#)

We have over 45,000 web pages, 20 online services, information in 18 languages, and a presence on several social media sites. We host over 32 million visits to our website each month.

In FY 2017, we will continue to enhance [my Social Security](#) by adding click-to-chat, the Get Help widget, and Message Center.

By FY 2018, planning and analysis will be underway to allow individuals to file claims for retirement, disability, Medicare and Supplemental Security Income benefits using [my Social Security](#).

Also in FY 2018, we plan to add services to *my Social Security* so that representative payees can access the accounts for the individuals they represent. This will be the initial implementation of third party services behind *my Social Security*.

Enhancing Online Appeals

In FY 2017, we will continue our efforts to expand online appeals so that users can electronically file an appeal on a non-medical claim.

Implementing Online Social Security Replacement Card Application

Replacing Social Security cards is one of our most requested services. In FY 2016, we launched a new feature to select states enabling certain *my Social Security* users to apply online for a replacement Social Security card.

Currently about 48 percent of the U.S. population can apply online. We anticipate being available for 52 percent of the U.S. population by the end of FY 2017 and fully implemented by the end of FY 2018.

Performance Measure – Strategic Objective 1.1

1.1a APG: Improve customer service and convenience by increasing online transactions by 25 million each year

Fiscal Year	2017	2018	
Target	137 million transactions	N/A	
Historical Performance			
Fiscal Year	2014	2015	2016
Performance	70.8 million	87 million	121.9 million
Target			112 million

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

Lead: Deputy Commissioner, Office of Operations

Key Initiatives

Expanding Video Service Delivery

Video service delivery allows us to provide services to our individuals at convenient and remote sites, such as hospitals, libraries, community centers, American Indian tribal centers, and homeless shelters. In FY 2017 and FY 2018, we plan to expand video service delivery to additional locations and investigate new uses for this technology. We will also initiate planned updates to improve overall video usability and compatibility with our systems.

Providing Real-Time Assistance to Online Users

Improving the service experience is one of our highest priorities. We continue to look for opportunities to add new online features to improve service delivery.

In FY 2017, we will release click-to-chat to a limited selection of *my Social Security* users. This new feature will allow users to communicate with us without leaving the site. In FY 2018, additional enhancements to these communication features will be available within *my Social Security*.

Performance Measures – Strategic Objective 1.2

1.2a APG: Increase customer satisfaction with our services

Fiscal Year	2017	2018	
<i>Target</i>	Satisfaction rating of 85 for online services 80% satisfaction rating for office and telephone services	N/A	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	Satisfaction rating of 83 for online services Data is not available for office and telephone services	Satisfaction rating of 84 for online services 79% satisfaction rating for office and telephone services	Satisfaction rating of 84.9 for online services 80% satisfaction rating for office and telephone services

<i>Target</i>			Satisfaction rating of 84.5 for online services 80% satisfaction rating for office and telephone services
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1.2b BWM: Complete the budgeted number of retirement, survivors, and Medicare claims

Fiscal Year	2017	2018	
<i>Target</i>	5,782,000	5,948,000	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	5,023,533	5,327,221	5,602,312
<i>Target</i>	5,131,000 ¹ (received 4,990,259)	5,247,000	5,586,000

1.2c BWM: Achieve the target speed in answering National 800 Number calls

Fiscal Year	2017	2018	
<i>Target</i>	970 seconds (16 minutes, 10 seconds)	1,250 seconds (20 minutes, 50 seconds)	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	1,323 seconds (22 minutes, 3 seconds)	617 seconds (10 minutes, 17 seconds)	817 seconds (13 minutes, 37 seconds)
<i>Target</i>	1,020 seconds (17 minutes)	700 seconds (11 minutes, 40 seconds)	945 seconds (15 minutes, 45 seconds)

¹ If our receipts are lower than our target, we consider this measure met.

1.2d BWM: Achieve the target busy rate for National 800 Number calls

Fiscal Year	2017	2018	
<i>Target</i>	12%	16%	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	13.5%	7.5%	8.9%
<i>Target</i>	14%	8%	9.5%

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

Lead: Deputy Commissioner, Office of Operations

Key Initiatives

Expanding Our Partnerships with External Organizations

Social Security Express allows the public to complete their business with us from external partner locations (local, state, or federal agencies such as the VA or the Department of Housing and Urban Development). In FY 2017, we currently partner with over 70 community locations to provide video service delivery.

In FY 2017 and 2018, we plan to partner with more community sites to provide video service delivery.

Expanding the Virtual Lifetime Electronic Record

In April 2009, DoD and VA launched the [Virtual Lifetime Electronic Record](#) initiative to create a unified lifetime electronic health record for members of the Armed Services. In support of this initiative, in FY 2017, we plan to complete the national rollout of the Health Information Technology exchange with the VA.

Performance Measure – 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	2017	2018	
<i>Target</i>	Deliver medical evidence to the VA in an average of 5 business days	Deliver medical evidence to the VA in an average of 5 business days	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	5.9 days	4.2 business days	3 business days
<i>Target</i>	5 days	5 business days	5 business days

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

Lead: Deputy Commissioner, Office of Budget, Finance, Quality, and Management

Key Initiatives

Reducing Our Real Estate Footprint

In FY 2017 and FY 2018, we will assess all of our field and hearing office new lease actions for possible colocation opportunities and expand judge-only video sites. In addition, we plan to explore colocation opportunities with external agencies, such as the Internal Revenue Service (IRS).

Performance Measure – Strategic Objective 1.4

1.4a: Assess office lease expirations and increase colocation of our components to reduce our physical footprint

Fiscal Year	2017	2018
<i>Target</i>	Colocate or pilot a minimum of 7 sites	Colocate or pilot a minimum of 7 additional sites

Historical Performance	
Fiscal Year	2016
<i>Performance</i>	Colocated 5 permanent remote site hearing offices with field offices
<i>Target</i>	Colocate at least 4 permanent remote site hearing offices with field offices

Strategic Goal 2: Strengthen the Integrity of Our Programs

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

Lead: Deputy Commissioner, Office of Systems

Key Initiatives

Continuing 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 2018, we expect to enhance additional earnings systems to prevent and detect fraudulent wages.

Improving Electronic Wage Reporting

Electronic wage reporting is more accurate than paper wage reports. We must continue to update our electronic applications to reflect IRS tax code and paper tax form revisions. A phased expansion of our electronic wage reporting web service is underway and will continue in FY 2017 and FY 2018.

Performance Measure – Strategic Objective 2.1

2.1a: Improve the timeliness of the earnings data used to calculate benefits

Fiscal Year	2017	2018
<i>Target</i>	Before January 1, 2017, implement Annual Wage Reporting software to provide earnings data to the IRS up to 60 days earlier in the tax season, and post data up to 60 days earlier	Before January 1, 2018, implement redesigned Annual Wage Reporting software with newer technologies to eliminate outdated business rules and enhance processing time for posting earnings data

Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	We released the Annual Wage Reporting system on February 8, 2017	Implemented the redesigned software to process Forms W-2 within the Annual Wage Reporting system	Implemented the redesigned functionality to process Forms W-2c (Corrections) within the Annual Wage Reporting system
<i>Target</i>	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 September 30, 2015	Implement the redesigned functionality to process Forms W-2c (Corrections) within the Annual Wage Reporting system

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

Lead: Deputy Commissioner, Office of Systems

Key Initiatives

Deploying Management System for Personally Identifiable Information and Federal Tax Information

In FY 2017, we will implement a privileged access management program for enterprise and domain administrators to grant only temporary access as needed for administrative privileges. In FY 2018, we will implement privileged access management for other privileged users.

Data at Rest Encryption

As part of the National Cybersecurity Advancement Act of 2016, federal agencies must encrypt data that is stored or passing through the agency. In FY 2017, we began the Data at Rest Encryption initiative to protect data in our most sensitive IT environments. In FY 2017, we will complete Phase 1, Data at Rest Encryption for mainframe. In FY 2018, we will complete Phase 2, by encrypting the majority of our open source storage.

Performance Measures – Strategic Objective 2.2

2.2a NEW: Increase secure access to the public's data

Fiscal Year	2017	2018
Target	Encrypt all mainframe data stored in our data centers by September 2017	Increase security of online claims and enable secure two-way data sharing by moving the Smart Claim behind <i>my Social Security</i> by September 2018

Strategic Objective 2.3: Increase Payment Accuracy

Lead: Deputy Commissioner, Office of Retirement and Disability Policy

Key Initiatives

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

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 and the SSI Mobile Wage Reporting systems. These systems reduce overpayments and increase efficiency by reducing unnecessary visits to field offices, lessening manual keying errors, and allowing automatic wage report processing.

The Bipartisan Budget Act of 2015 requires us to establish a system permitting disability beneficiaries to report their earnings electronically. In FY 2017, we expect to implement a new release which will allow disability beneficiaries and SSI recipients to report their earnings via *my Social Security*.

Expanding Our Cooperative Disability Investigations Program

Our Cooperative Disability Investigations units work collaboratively with the Office of the Inspector General, state disability determination services (DDS), and state and local law enforcement agencies to resolve fraud allegations in our disability program. This program helps prevent payments to people who are not disabled and reduce improper payments to beneficiaries who have failed to report medical improvement or work activity.

Currently, the program consists of 39 units that cover 33 states, the Commonwealth of Puerto Rico, and the District of Columbia. Our goal is to expand the number of units needed to cover the 17 remaining states (and territories). We plan to open one unit in FY 2017, and we will continue to expand until nationwide coverage is complete, as required by Section 811 of the Bipartisan Budget Act of 2015.

Improving the Death Reporting System Process

We are enhancing and streamlining our death reporting system to ensure we comply with applicable laws and policies, reduce improper payments, prevent improper release of personally identifiable information, and improve consistency of data in our records.

Our plans for FY 2017 include:

- Streamline the input and collection of internal death information from multiple sources into one person-centered path;
- Develop one central entry point for external death sources; and
- Provide additional management information reporting.

In FY 2018, we will continue our efforts to modernize our death reporting system, including:

- Creating a centralized Death Alert Tracking system; and
- Incorporating additional sources of death information from federal partners.

Modernizing the Remittance System

Modernizing our remittance system will provide individuals with more options for making payments on programmatic debts. Electronic remittances are more accurate and timely. In addition, they reduce inquiries to the field offices and National 800 Number. We also verify credit and debit card payments immediately.

In FY 2017, we began the planning and analysis of an electronic payment method, using Pay.gov in conjunction with socialsecurity.gov to pay programmatic debt. In FY 2017 and FY 2018, we plan to expand the Social Security Electronic Remittance System to allow for the collection of programmatic debts in our field offices, develop a national remittance policy, and develop business intelligence and metrics to monitor activities.

Performance Measures – Strategic Objective 2.3

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

Fiscal Year	2017	2018	
<i>Target</i>	99.8% (O/P)	99.8% (O/P)	
	99.8% (U/P)	99.8% (U/P)	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	99.5% (O/P)	99.6% (O/P)	Data available July 2017
	99.9% (U/P)	99.9% (U/P)	

<i>Target</i>		99.8% (O/P) 99.8% (U/P)	99.8% (O/P) 99.8% (U/P)
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2.3b APG: Improve the integrity of the SSI program by ensuring that 94 percent of our payments are free of overpayment

Fiscal Year	2017	2018	
<i>Target</i>	94% accuracy rate	94% accuracy rate	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	93% accuracy rate	93.9% accuracy rate	Data available July 2017
<i>Target</i>			95% accuracy rate

2.3c BWM: Complete the budgeted number of full medical continuing disability reviews

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

2.3d BWM: Complete the budgeted number of Supplemental Security Income non-medical redeterminations

Fiscal Year	2017	2018	
<i>Target</i>	2,522,000	2,822,000	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	2,627,518	2,266,993	2,530,446
<i>Target</i>	2,622,000	2,255,000	2,522,000

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

Lead: Deputy Commissioner, Office of Retirement and Disability Policy

Key Initiatives

Enhancing the Electronic Claims Analysis Tool

We continue to enhance our web-based Electronic Claims Analysis Tool (eCAT), which guides our adjudicators through the sequential evaluation process for determining disability. The tool produces a detailed, policy-compliant explanation of the determination and stores the supporting documentation.

In FY 2017, we implemented changes in eCAT to support a number of policy changes. We updated functionality in eCAT to accommodate the Evaluation of Mental Disorders final rule, which was effective in early January 2017. This includes significant updates to the Psychiatric Review Technique. We also implemented a separate release to support the Evaluation of Medical Evidence regulation, effective in March 2017.

In FY 2017, we plan to add functionality to process reconsideration CDRs. In FY 2018, we plan to be able to process all electronic disability determinations using eCAT. We also plan to develop and integrate all future enhancements and functionality of eCAT into our modernized disability processing system.

Developing an Occupational Information System

Currently, we rely on the occupational information 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.

We continue to work with the Bureau of Labor Statistics to develop a new web-based occupational information system. We expect that the new system will be easy to use and will increase the quality of disability determinations and decisions by providing current information about specific data elements of job requirements.

In FY 2017 and FY 2018, we will finish collecting all of the data elements, make necessary policy revisions, propose regulatory changes, and conduct pilot testing of the new system.

Improving the Hearings Backlog

Facing a significant public service challenge in our hearings and appeals process with more than one million people waiting for a hearing decision, we developed our Compassionate and

Responsive Service or CARES plan to decrease the number of pending hearings and reduce the average wait time. Throughout FY 2017 and 2018, we will implement the plan, which includes initiatives to increase decisional capacity and achieve business process efficiencies. To support the plan, we will also make information technology investments and incorporate innovative methods.

Performance Measures – Strategic Objective 3.1

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

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

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

Fiscal Year	2017	2018	
<i>Target</i>	82% of cases pending less than 365 days	82% of cases pending less than 365 days	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	84%	82%	83%
<i>Target</i>	79% of cases pending less than 365 days	80% of cases pending less than 365 days	81% of cases pending less than 365 days

3.1c APG: Improve customer service by reducing the wait time for a hearing decision

Fiscal Year	2017	2018
<i>Target</i>	Decide 97% of the cases that begin the fiscal year 430 days old or older	N/A
Historical Performance		
Fiscal Year	2016	
<i>Performance</i>	98%	
<i>Target</i>	Decide 99% of the cases that begin the fiscal year at 430 days old or older	

3.1d BWM: Complete the budgeted number of initial disability claims

Fiscal Year	2017	2018	
<i>Target</i>	2,455,000	2,500,000	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	2,861,895	2,759,432	2,688,977
<i>Target</i>	2,947,000	2,767,000	2,695,000 (2,637,755 received) ²

3.1e BWM: Complete the budgeted number of disability reconsideration claims

Fiscal Year	2017	2018
<i>Target</i>	581,000	582,000

² We based our FY 2016 performance on actual receipts. Since actual receipts were lower than the FY 2016 target, we consider this measure met.

Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	757,198	723,485	666,948
<i>Target</i>	778,000	739,000	702,000 (647,910 received) ³

3.1f BWM: Complete the budgeted number of hearing requests

Fiscal Year	2017	2018	
<i>Target</i>	683,000	750,000	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	680,963	663,129	652,241
<i>Target</i>	735,000	727,000	703,000

3.1g BWM: Average processing time for initial disability claims

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

³ We based our FY 2016 performance on actual receipts. Since actual receipts were lower than the FY 2016 target, we consider this measure met.

3.1h BWM: Average processing time for reconsiderations

Fiscal Year	2017	2018	
<i>Target</i>	105 days	108 days	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	108 days	113 days	103 days
<i>Target</i>			

3.1i BWM: Average processing time for hearing decisions

Fiscal Year	2017	2018	
<i>Target</i>	605 days	600 days	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	422 days	480 days	545 days
<i>Target</i>	415 days	470 days	540 days

Strategic Objective 3.2: Maximize Efficiencies throughout the Disability Program

Lead: Deputy Commissioner, Office of Systems

Key Initiatives

Developing the Disability Case Processing System

We are investing in a modernized disability case processing system (DCPS) to replace the independent legacy systems in use throughout the 52 DDSs. In FY 2017, we will continue to develop and deploy DCPS to DDS offices. So far, we have deployed our initial release to six DDS offices, and plan to deploy to at least six more sites by the end of the fiscal year. In FY 2018, we will deploy DCPS to the remaining DDS offices.

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.

In FY 2017 and FY 2018, we will work on a proof of concept that will expand our ability to use health IT medical evidence. We plan to add a search feature to improve our process efficiency. We also plan to improve our ability to detect links between certain medical conditions, medications, and care patterns and to improve our ability to identify potential fraud patterns. In FY 2018, we will continue to enhance health IT.

Performance Measure – Strategic Objective 3.2

3.2a: Improve the disability determination process by increasing the percentage of initial disability claims using electronically transmitted health records and medical evidence (health IT)

Fiscal Year	2017	2018	
<i>Target</i>	12% of processed initial disability claims with health IT medical evidence (333,000 initial claims)	20% of processed initial disability claims with health IT medical evidence (500,000 initial claims)	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	3% (84,779 initial claims)	6.1% (167,626 initial claims)	9.6% (257,743 initial claims)
<i>Target</i>	2.5% (75,000 initial claims)	6% (164,820 initial claims)	8% (222,000 initial claims)

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

Lead: Deputy Commissioner, Office of Retirement and Disability Policy

Key Initiatives

Improving Employment Support Programs

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

We began systems enhancements in our Internet Ticket Operation Support System in FY 2015. This effort will automate and modernize the vocational rehabilitation payment operation, creating greater efficiency and eliminating a paper claim process. We are on track to complete this project in FY 2017.

Improving Employment Support Outreach to Targeted Working-Age Beneficiaries

We tell our beneficiaries about our work incentive programs by mailing them paper tickets and eligibility notices and brochures when they begin receiving benefits. We mail notices to approximately 35,000 new beneficiaries per month.

We expect these mailings to continue to increase awareness of the program and result in an increase in participation in FY 2017 and FY 2018.

Performance Measure – Strategic Objective 3.3

3.3a: Increase the number of beneficiaries returning to work by achieving the number of Social Security Disability Insurance and Supplemental Security Income disability beneficiaries with Tickets assigned and in use who work above the trial work level

Fiscal Year	2017	2018
<i>Target</i>	67,800 beneficiaries	72,800 beneficiaries
Historical Performance		
Fiscal Year	2015	2016
<i>Performance</i>	58,341 beneficiaries	62,831 beneficiaries
<i>Target</i>	50,000 beneficiaries	55,000 beneficiaries

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

Lead: Deputy Commissioner, Office of Human Resources

Key Initiatives

Focusing on the Employment of Veterans and Individuals with Disabilities

In FY 2016, we analyzed our workforce profile to ensure that we hired and retained both veterans and individuals with disabilities. For FY 2017 and FY 2018, we will expand existing initiatives for hiring and retention of these groups.

Identifying and Marketing Potential Career Paths for Employees

We identified sought after positions across the agency and are developing career paths for each. In FY 2017 and 2018, we plan to implement a broad marketing strategy through an agency website to inform employees of potential career paths and career path resources they may use to enhance their career planning.

Performance Measure – Strategic Objective 4.1

4.1a: Continue to serve as a model agency for employment of individuals with targeted disabilities

Fiscal Year	2017	2018	
<i>Target</i>	2%	2%	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	2%	2%	2%
<i>Target</i>	2%	2%	2%

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

Lead: Deputy Commissioner, Office of Human Resources

Key Initiatives

Focusing on Career Development Programs

Our future depends on developing employees' leadership and management skills throughout their careers. One way we identify and develop leaders, helping ensure we have a succession leadership pipeline, is through our National Career Development programs:

- The Leadership Development Program prepares employees for General Schedule (GS)-11 through GS-13 leadership positions;
- The Advanced Leadership Development Program prepares employees for GS-14 and GS-15 leadership positions; and
- The Senior Executive Service (SES) Candidate Development Program develops transferable executive skills of employees with high potential for an SES leadership role.

These programs target employees with proven leadership potential. We strengthen their leadership skills through developmental assignments and formal training.

Supporting Employees through Mentoring

Our mentoring program is a dynamic developmental and learning partnership through which a mentor shares knowledge, experience, and wisdom to foster the personal and professional development of a mentee. We use mentoring to promote a knowledge-sharing culture that supports our succession-planning efforts, enables skill and competency development, and increases employee engagement.

In FY 2017 and FY 2018, we will engage in additional mentoring programs.

Performance Measure – Strategic Objective 4.2

4.2a: Enhance workforce knowledge, skills, and abilities to achieve organizational goals by increasing employee satisfaction with training and development

Fiscal Year	2017		2018	
<i>Target</i>	58% employee satisfaction rating		58% employee satisfaction rating	
Historical Performance				
Fiscal Year	2014	2015	2016	
<i>Performance</i>	57%	59%	57%	
<i>Target</i>		60%	61%	

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

Lead: Deputy Commissioner, Office of Human Resources

Key Initiatives

Improving Employee Satisfaction

The Office of Personnel Management’s Federal Employee Viewpoint Survey (FEVS) results allow us to gauge employee satisfaction in various categories, such as work environment, workloads, employee development, employee programs, and leadership.

In response to our 2016 FEVS results, we conducted a comprehensive analysis and are currently developing the FY 2017 - FY 2018 Agency Improving Employee Satisfaction Action Plan. The plan serves as a roadmap for agency-wide change and improvement in employee engagement and satisfaction.

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.

We will further our diversity and inclusion efforts in FY 2017 and FY 2018.

Supporting Work-Life Balance

In FY 2017, we are exploring opportunities to expand our work-life resources. We plan to develop new video-on-demand workshops for the Virtual Work-Life Resource Center that support work-life balance.

In FY 2018, we will:

- Implement a work-life SharePoint site/blog for articles, updates, videos, and feedback on work-life programs;
- Develop and share work-life tools and marketing materials, allowing management to engage employees by supporting a work-life balance; and
- Add new resources to our internal Virtual Work-Life Resource Center.

Performance Measures – Strategic Objective 4.3

4.3a: Become one of the Top 5 Best Places to Work among large agencies in the Federal Government

Fiscal Year	2017	2018	
<i>Target</i>	Achieve a Top 10 ranking	Achieve a Top 10 ranking	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	Top 10 ranking	Top 10 ranking	Top 10 ranking
<i>Target</i>	Top 10 ranking	Top 10 ranking	Top 5 ranking

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

Lead: Deputy Commissioner, Office of Human Resources

Key Initiatives

Implementing HRStat Review Process

Our HRStat reviews provide the information we need to monitor program implementation and evaluate the performance of our human capital initiatives and metrics. As part of our HRStat approach, we conduct quarterly data-driven human capital reviews, including recurring metric reports for our leadership. In FY 2017 and 2018, we will use these reviews to track progress in implementing actions related to workforce management, including those identified in our workforce reduction plan and plan to maximize employee performance. Our human capital metrics include 28 measures in areas such as employee satisfaction, workforce representation, leadership development, and employee retention.

Implementing the Human Capital Operating Plan

The *Human Capital Operating Plan* represents our commitment to renewed focus on human capital and succession management. The plan aligns with, and supports, the goals of the [Agency Strategic Plan for Fiscal Years 2014 – 2018](#) and [Vision 2025](#). Our plan highlights four focus areas that support the agency’s mandate to build a model workforce to deliver quality service.

Performance Measure – Strategic Objective 4.4

4.4a: Expand use of data to support workforce planning, program evaluation, and decision-making

Fiscal Year	2017		2018	
<i>Target</i>	Achieve 78% of the human capital metrics		Achieve 78% of the human capital metrics	
Historical Performance				
Fiscal Year	2014	2015	2016	
<i>Performance</i>	77%	83%	54%	
<i>Target</i>	75%	75%	78%	

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

Lead: Deputy Commissioner, Office of Systems

Key Initiatives

Improving Information Technology Cost and Performance

We use proven technologies to lower information technology (IT) costs 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.

In FY 2017, we will complete the implementation of an on-premises private cloud proof of concept. In FY 2018, we will complete the design for an agency hybrid cloud platform.

Performance Measure – Strategic Objective 5.1

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

Fiscal Year	2017	2018	
<i>Target</i>	99.9% availability	99.9% availability	
Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	99.97% availability	99.96% availability	99.91% availability
<i>Target</i>	99.5% availability	99.5% availability	99.5% availability

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

Lead: Deputy Commissioner, Office of Systems

Key Initiatives

Modernizing Cyber Security Infrastructure

A strong cyber security infrastructure is a critical success factor in facilitating the transition to a modern and secure IT environment. As we modernize our IT environment, we must also deliver a modernized cyber security infrastructure capable of delivering services securely and reliably. Our cyber security modernization priorities include continuing to:

- Strengthen our identity credential and access management;
- Modernize our integrity review processes;
- Centralize collection and analysis of cyber threats;
- Encrypt our network and data; and
- Build security into our Agile development processes.

Modernizing Older Software Applications

In FY 2017 and FY 2018, we plan to modernize our enumeration data into a consolidated enterprise database. Currently, application areas use data formatted based on legacy technology. We will also expand the use of Agile methodology to additional projects and incorporate business intelligence data reporting. We will also begin decommissioning remaining business intelligence solutions that were in use prior to FY 2016.

Enhancing *my Social Security*

We are currently redesigning *my Social Security* to provide an improved user experience, increased security, and additional online service options. The redesign will group services more efficiently and will allow us to expand the services within *my Social Security* to additional user groups, including representative payees, appointed representatives, and business users.

In FY 2017, the redesign project will include:

- Enhancing security for *my Social Security*;
- Enhancing online fraud detection capabilities;
- Redesigning *my Social Security*, allowing for the addition of new services; and
- Adding responsive design to allow broader access to *my Social Security* from a variety of devices (e.g., smartphones, tablets, and traditional laptops and computers, etc.).

During the remainder of FY 2017 and into FY 2018 we will use an Agile development approach that will allow us to more quickly identify user needs and provide additional services within *my Social Security*.

Performance Measures – Strategic Objective 5.2

5.2a NEW: Implement the consolidated enterprise database and the Enterprise Data Warehouse (EDW) to improve service delivery and make faster data-driven decisions

Fiscal Year	2017	2018
<i>Target</i>	Implement the initial version of our new consolidated enterprise database and add at least 2 new data sources to our EDW before September 30, 2017	Begin to use the consolidated enterprise database to more efficiently serve the public and add at least 2 additional data sources to our EDW before September 30, 2018

Strategic Objective 5.3: Incorporate Innovative Advances in Service Delivery

Lead: Deputy Commissioner, Office of Systems

Key Initiatives

Implementing Cloud Technology to Improve Systems Availability and Performance

Implementing cloud technology will give the agency further flexibility to allocate systems resources to meet changing demands. This improves systems availability and performance at a lower cost.

In FY 2017, we will complete the implementation of an on-premises cloud proof of concept. In FY 2018, we will complete the design for an agency hybrid cloud design. This platform would allow applications to simultaneously use resources in public clouds (e.g., Amazon Web Services) and the on-premise SSA cloud.

Performance Measure – Strategic Objective 5.3

5.3a: Enhance our IT infrastructure by incorporating innovative advances in service delivery

Fiscal Year	2017	2018
<i>Target</i>	Complete the implementation of an on-premises private cloud proof of concept before September 30, 2017	Complete the design for an agency hybrid cloud platform before September 30, 2018

Historical Performance			
Fiscal Year	2014	2015	2016
Performance	Bandwidth-on-Demand capabilities are operational at over 75% of agency sites	Reduced our open systems infrastructure size to 1,000 servers	Released a new service to check the status of your application or appeal in March 2016
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	Deploy new applications with a modern look and feel, accessible from the web, or over mobile devices

Strategic Objective 5.4: Continuously Strengthen Our Cyber Security Program

Lead: Deputy Commissioner, Office of Systems

Key Initiatives

Implementing Audit Trail System New Architecture

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. We are implementing phase II of the audit trail system's new architecture. Phase II will strengthen fraud detection and prevention by capturing additional transactions that are most vulnerable to fraud and increasing our ability to process large volumes of data.

In FY 2017 and FY 2018, we plan to retire the legacy audit trail system, evaluate data service channels for the audit trail system, and evaluate and develop the data collection process to further enhance our integrity review processes.

Implementing an 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 are strengthening the security of our systems by implementing consistent management controls at all of our data facilities.

In FY 2017 and FY 2018, we plan to meet the Department of Homeland Security’s (DHS) Federal Network Security Compliance and Assurance Program and Cybersecurity Cross-Agency Priority Goals performance requirements. We will move forward with ongoing authorization of our systems, as required by new guidance from the Office of Management and Budget and DHS.

Performance Measure – Strategic Objective 5.4

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

Fiscal Year	2017	2018
<i>Target</i>	<p>Continue to achieve an average of 100% for the following Cyber Security Cross-Agency Priority Goals: Anti-Phishing Defense; Malware Defense; Blended Defense (anti-phishing and malware defense measures); Hardware Asset Management; Software Asset Management; and Vulnerability and Weakness Management.</p> <p>Achieve an overall score of Level 3 on the President’s Management Council Cybersecurity Scorecard (exceed government-wide targets in all 5 areas of the National Institute of Standards and Technology Cyber Security framework).</p>	<p>Continue to achieve an average of 100% for the following Cyber Security Cross-Agency Priority Goals: Anti-Phishing Defense; Malware Defense; Blended Defense (anti-phishing and malware defense measures); Hardware Asset Management; Software Asset Management; Vulnerability and Weakness Management; Secure Configuration Management; Privileged Network Users; and Unprivileged Network Users.</p> <p>Achieve an overall score of Level 3 on the President’s Management Council Cybersecurity Scorecard (exceed government-wide targets in all 5 areas of the National Institute of Standards and Technology Cyber Security framework).</p>

Historical Performance			
Fiscal Year	2014	2015	2016
<i>Performance</i>	<p>Homeland Security Presidential Directive 12 Compliance – result 87%</p> <p>Information Security Continuous Monitoring – result 98%</p> <p>Trusted Internet Connections Consolidation – result 100%</p> <p>Trusted Internet Connections 2.0 Capabilities – result 94%</p>	<p>Hardware Asset Management – result 100%</p> <p>Software Asset Management – result 100%</p> <p>Vulnerability and Weakness Management – result 100%</p> <p>Unprivileged Network Users – result 86%</p> <p>Privileged Network Users – result 99%</p> <p>Anti-Phishing Defense – result 100%</p> <p>Malware Defense – result 100%</p> <p>Blended Defense – result 100%</p>	<p>Achieved an average of 100% for the following Cyber Security Cross-Agency Priority Goals:</p> <p>Hardware Asset Management – result 100%</p> <p>Software Asset Management – result 100%</p> <p>Vulnerability and Weakness Management – result 100%</p> <p>Anti-Phishing Defense – result 100%</p> <p>Malware Defense – result 100%</p> <p>Blended Defense – result 100%</p>
<i>Target</i>	<p>Meet the performance requirements of the Department of Homeland Security’s Federal Network Compliance and Assurance program and the Cyber Security Cross-Agency Priority Goals</p>	<p>Meet the performance requirements of the Department of Homeland Security’s Federal Network Compliance and Assurance program and the Cyber Security Cross-Agency Priority Goals</p>	<p>Achieve an average of 97% for the following Cyber Security Cross-Agency Priority Goals:</p> <p>Hardware Asset Management, Software Asset Management, Vulnerability and Weakness Management, Anti-Phishing Defense, Malware Defense, and Blended Defense (anti-phishing and malware defense measures)</p>

Major Management and Performance Challenges

As we strive to improve our performance, we face a variety of challenges. Each year, the Office of the Inspector General (OIG) identifies our top management and performance challenges. In addition, our leadership also identifies challenges, which often overlap with the OIG report.

In fiscal year (FY) 2016, OIG identified seven top Social Security Administration (SSA) management issues. We list the acronyms for the officials responsible for addressing these management issues in Appendix C, Summary of Key Management Officials Responsibilities. To read the complete OIG reports, please refer to the [Fiscal Year 2016 Inspector General Statement on SSA's Major Management and Performance Challenges](#).

Reduce Disability Backlogs and Improve Decisional Quality

Components: DCO, DCDAR, DCRDP, DCS, DCHR

Challenge: While the number of pending initial disability claims has decreased, the Agency still faces challenges with pending hearings and appeals. Continued focus on decisional quality is essential to ensure the integrity of the process.

Actions we are undertaking to address this challenge include:

- Enhancing Online Appeals;
- Expanding Video Service Delivery;
- Enhancing the Electronic Claims Analysis Tool;
- Developing an Occupational Information System;
- Improving the Hearings Backlog;
- Developing the Disability Case Processing System; and
- Using Health Information Technology to Expedite Disability Decisions.

Reduce Improper Payments and Increase Overpayment Recoveries

Components: DCRDP, DCBFQM, DCO, DCDAR, DCS, CAct, DCCOMM, DCLCA, GC, and IG

Challenge: SSA is responsible for issuing over \$900 billion in benefit payments, annually, to about 65 million people.⁴ Given the large overall dollar amounts involved in SSA's payments, even the slightest error in the overall process can result in millions of dollars in over- or underpayments.

Actions we are undertaking to address this challenge include:

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

⁴ This data reflects FY 2016 information as reported by OIG.

- Expanding the Access to Financial Institutions;
- Expanding Our Cooperative Disability Investigations Program;
- Improving the Death Reporting System Process; and
- Modernizing the Remittance System.

Improve Customer Service

Components: DCO, DCDAR, DCBFQM, and DCS

Challenge: SSA faces several challenges as it pursues its mission to deliver quality services, including rapid advances in technology and an aging population and workforce.

Actions we are undertaking to address this challenge include:

- Expanding Online Access through Social Security Express;
- Leveraging *my Social Security*;
- Enhancing Online Appeals;
- Implementing Online Social Security Replacement Card Application;
- Expanding Video Service Delivery;
- Providing Real-Time Assistance to Online Users;
- Expanding Our Partnerships with External Organizations;
- Expanding the Virtual Lifetime Electronic Record;
- Improving the Hearings Backlog;
- Modernizing Older Software Applications; and
- Enhancing *my Social Security*.

Modernize Information Technology Infrastructure

Component: DCS

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

Actions we are undertaking to address this challenge include:

- Continuing Earnings Redesign;
- Modernizing the Remittance System;
- Developing the Disability Case Processing System;
- Using Health Information Technology to Expedite Disability Decisions;
- Modernizing Older Software Applications;
- Enhancing *my Social Security*;
- Implementing Cloud Technology to Improve Systems Availability and Performance; and
- Implementing an Information Security Program.

Secure Information Systems and Protect Sensitive Data

Component: DCS

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

Actions we are undertaking to address this challenge include:

- Continuing Earnings Redesign;
- Improving Electronic Wage Reporting;
- Deploying Management System for Personally Identifiable Information and Federal Tax Information;
- Modernizing Cyber Security Infrastructure;
- Enhancing *my Social Security*;
- Implementing Audit Trail System New Architecture; and
- Implementing an Information Security Program.

Strengthen the Integrity and Protection of the Social Security Number

Component: DCO, DCRDP, DCS

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

Actions we are undertaking to address this challenge include:

- Implementing Online Social Security Replacement Card Application;
- Improving Electronic Wage Reporting; and
- Deploying Management System for Personally Identifiable Information and Federal Tax Information.

Strengthen Planning, Transparency, and Accountability

Components: DCHR, DCS, DCBFQM, DCO, DCDAR, DCRDP, CAAct, DCCOMM, DCLCA, and GC

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

Actions we are undertaking to address this challenge include:

- Reducing our Real Estate Footprint;
- Implementing Audit Trail System New Architecture; and
- Implementing an Information Security Program.

Additional Challenges Identified by Our Leadership

Prevent Waste, Fraud, and Abuse

Components: DCO, DCRDP, DCBFQM, DCS, and IG

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

Actions we are undertaking to address this challenge include:

- Promoting Use of the Supplemental Security Income Telephone Wage Reporting System and the Supplemental Security Income Mobile Wage Reporting System;
- Expanding the Access to Financial Institutions;
- Expanding Our Cooperative Disability Investigations Program; and
- Improving the Death Reporting System Process.

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

Component: DCHR

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

Actions we are undertaking to address this challenge include:

- Focusing on the Employment of Veterans and Individuals with Disabilities;
- Identifying and Marketing Potential Career Paths for Employees;
- Focusing on Career Development Programs;
- Supporting Employees through Mentoring;
- Improving Employee Satisfaction;
- Highlighting Diversity and Inclusion;
- Supporting Work-Life Balance;
- Implementing HRStat Review Process; and
- Implementing the Human Capital Operating Plan.

Innovate the Future of Service Delivery

Components: DCO, DCDAR, DCS, and DCRDP

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

Actions we are undertaking to address this challenge include:

- Expanding Online Access through Social Security Express;

- Leveraging *my* Social Security;
- Enhancing Online Appeals;
- Implementing Online Social Security Replacement Card Application;
- Expanding Video Service Delivery;
- Providing Real-Time Assistance to Online Users;
- Developing the Disability Case Processing System;
- Using Health Information Technology to Expedite Disability Decisions;
- Improving Information Technology Cost and Performance;
- Modernizing Older Software Applications; and
- Implementing Cloud Technology to Improve Systems Availability and Performance.

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

Components: DCRDP, DCDAR, DCO, and DCS

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

Actions we are undertaking to address this challenge include:

- Developing an Occupational Information System;
- Developing the Disability Case Processing System; and
- Using Health Information Technology to Expedite Disability Decisions.

Appendix A: Program Evaluations

We routinely evaluate our programs by conducting a variety of studies and surveys to determine if our programs are effective. We also receive reviews from other entities, such as the Office of Management and Budget, the Office of Personnel Management, and the Department of Homeland Security. 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.

Evaluation	Description
Field Office Telephone Service Evaluation	Evaluates our accuracy in handling the public's calls to field offices.
National 800 Number Telephone Service Evaluation	Evaluates our accuracy in handling the public's calls to the National 800 Number.
Service Satisfaction Surveys	<ul style="list-style-type: none"> • Telephone Service Satisfaction Surveys evaluate callers' satisfaction with our National 800 Number and field office telephone services; • Office Visitor Surveys evaluate visitors' satisfaction with our field offices (including Social Security Card Centers) and hearing offices; and • Internet Transaction Surveys evaluate users' satisfaction with online transactional services.
Pre-Effectuation Review of Disability Determinations	Assesses the accuracy of disability initial and reconsideration allowances made by state disability determination services as required in the Social Security Act.
Retirement, Survivors, and Disability Insurance Stewardship Review	Measures the accuracy of payments to persons receiving Social Security retirement, survivors, or disability benefits.
Supplemental Security Income Stewardship Review	Reviews non-medical factors of eligibility and measures the accuracy of payments made to persons receiving SSI benefits.
Office of Quality Review - Denial Review	Assesses the accuracy of initial and reconsideration-level medical denials.

Evaluation	Description
Disability Review of Administrative Law Judge Hearing Decisions	Assesses the accuracy of hearing decisions on a post-effectuation basis.
Disability Scorecard Survey	In alternate years, the survey measures satisfaction with the disability application process at the initial or hearing level.
Federal Employee Viewpoint Survey conducted by the Office of Personnel Management	Assesses employee perspectives of organizational performance across several major human capital areas: recruitment, development, performance culture, leadership, job satisfaction, and personal work experiences.
Federal Information Security Management Act Report	Reports to Congress on whether our overall information technology security programs and practices comply with the Federal Information Security Management Act of 2002.
Management Directive-715 Report	Ensures we establish and maintain effective affirmative action programs.

Appendix B:

How We Ensure Our Data Integrity

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

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

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

Data Integrity Systems and Controls

We gather performance data using automated management information and other workload measurement systems. In 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 – Measures how well data adheres to specification (e.g., definitions, rules, and policies);
- Consistency – Measures consistency in internal and external reporting of data;
- Completeness – Measures missing occurrences or attributions of the data; and
- Timeliness – Measures the currency of the data (i.e., data are up to date, and reporting occurs on time).

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

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

As part of our fiduciary responsibility to the public, we use an Audit Trail System (ATS) to protect our records and taxpayer funds from improper use. The ATS collects and maintains detailed information about the Social Security Administration 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 2016 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 KPMG, LLP to conduct the FY 2016 audit. The auditor found we fairly presented the basic financial statements, in all material respects, in conformity with accounting principles generally accepted in the United States of America for federal entities. This marks the 23rd consecutive year that we received an unmodified audit opinion. The auditor also found that management fairly stated that our internal controls over our financial reporting were operating effectively.

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

Appendix C:

Summary of Key Management Officials' Responsibilities

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

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

Chief Actuary (CAct) plans and directs program actuarial estimates and analyses for our programs and for any proposed changes in programs and trust funds. The 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) advises the COSS, DCOSS, and all subordinate organizational components (except the Inspector General) on legal matters. The GC also serves as the **Senior Agency Official for Privacy**.

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

Deputy Commissioner for Budget, Finance, Quality, and Management (DCBFQM) directs our comprehensive management programs including budget, quality reviews and studies, financial policy, acquisition, grants, facilities and logistics management, and security and emergency preparedness. The DCBFQM also serves as the **Chief Financial Officer** and the responsible official for Enterprise Risk Management.

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

Deputy Commissioner for Disability Adjudication and Review (DCDAR) administers our nationwide appeal and review program in accordance with relevant federal laws.

Deputy Commissioner for Human Resources (DCHR) administers our human resources programs, including training, human capital initiatives, personnel and employee relations, labor management, and civil rights and equal opportunity. The DCHR also serves as the **Chief Human Capital Officer** and the senior accountable official on employee engagement initiatives.

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

Deputy Commissioner for Operations (DCO) directs our network of field offices, National 800 Number Teleservices Centers, and Processing Centers. The DCO also oversees the disability determination services.

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



Securing today
and tomorrow