Overview of Our Fiscal Year 2020 Goals and Results

How We Manage Performance

Our Performance Framework: The *Government Performance and Results Modernization Act of 2010* (GPRMA) describes how agency strategic plans and goals should align with presidential terms and broader Federal efforts.

Setting goals and measuring our performance is vital to our success. We define our performance framework in the *Fiscal Years* (FY) *2018–2022 Agency Strategic Plan* (www.ssa.gov/asp). Our *Agency Strategic Plan* (ASP) defines our Strategic Goals and details underlying objectives, strategies, and relevant risks and mitigation plans.

Our Strategic Goals are:

Strategic Goal 1: Deliver Services Effectively;

Strategic Goal 2: Improve the Way We Do Business; and

Strategic Goal 3: Ensure Stewardship.

Our Planned Performance: In February 2020, we published our *Annual Performance Plan for FY 2021, Revised Performance Plan for FY 2020, and Annual Performance Report for FY 2019* (www.ssa.gov/agency/performance) as part of the *President's FY 2021 Budget Request* (www.ssa.gov/budget/). Collectively, we refer to this combined document as our *Annual Performance Report* (APR). The APR outlines our tactical plans for achieving the goals and objectives in our ASP, finalizes our performance commitments for FY 2020, and describes how we ensure data integrity of our performance information. The budgeted workloads published in our APR correspond to the key workload measures contained in the *FY 2020 Operating Plan* (www.ssa.gov/budget/FY20Files/2020OP.pdf).

Our Actual Performance and Program Results: We update the APR after the close of the fiscal year to provide performance results for the previous fiscal year. We will publish the final APR containing our actual FY 2020 results in February 2021. The final APR will be available on our *Annual Performance Plan and Annual Performance Report* website (www.ssa.gov/agency/performance/).

This *Agency Financial Report* summarizes our key initiatives, overall performance results, and financial activities to carry out our mission in FY 2020. The following table shows our operating expenses by Strategic Goal and Objective.

FY 2020 Operating Expenses by Strategic Goal and Strategic Objective
(Dollars in Millions)

Strategic Goal 1: Deliver Services Effectively	**$8,482**
Strategic Objective 1.1: Improve Service Delivery	$7,511
Strategic Objective 1.2: Expand Service Delivery Options	$971
Strategic Goal 2: Improve the Way We Do Business	**$1,983**
Strategic Objective 2.1: Streamline Policies and Processes	$191
Strategic Objective 2.2: Accelerate Information Technology Modernization	$1,792
Strategic Goal 3: Ensure Stewardship	**$2,387**
Strategic Objective 3.1: Improve Program Integrity	$1,756
Strategic Objective 3.2: Enhance Fraud Prevention and Detection Activities	$55
Strategic Objective 3.3: Improve Workforce Performance and Increase Accountability	$431
Strategic Objective 3.4: Improve Organizational Effectiveness and Reduce Costs	$145

Our Priorities: In support of the GPRMA, we established three Agency Priority Goals (APG), which are 24-month goals reflecting our top priorities. We routinely review our progress and take actions to improve our outcomes, promote innovation, and deliver favorable results.

For FYs 2020–2021, our APGs are:

1. Improve customer service in the hearings process by prioritizing those individuals who have waited the longest for a hearing decision.
2. Improve the integrity of the Supplemental Security Income program by focusing our efforts on reducing overpayments.
3. Improve the customer experience by reducing the Average Speed of Answer on the National 800 Number.

Learn more about APGs on the Performance.gov website (www.performance.gov/SSA/), and see how we focus leadership priorities, set outcomes, and measure results to drive significant progress and change.

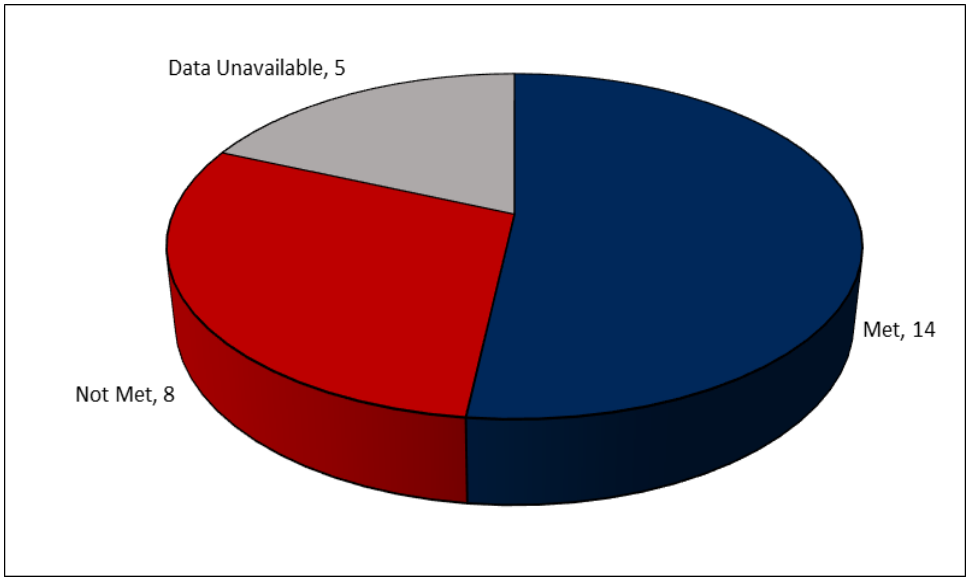
SUMMARY OF FISCAL YEAR 2020 PERFORMANCE

We highlight the approaches we used to achieve our FY 2020 performance measures; outline some of the challenges we faced meeting these goals; and provide an analysis of our performance. We base our planned performance measures and targets on the President's Budget request. If necessary, we adjust our resources to ensure we can complete our budgeted workloads and agency goals within our budget.

We have a total of 27 performance measures (including three APGs) that we use to track agency progress towards meeting our Strategic Goals and Strategic Objectives. Overall, we met our targets for 14 of the 27 performance measures. Final data for 5 of the 27 performance measure targets were not available at the time we published this report. Additionally, we discuss 9 of the 27 performance measures in our Strategic Goals sections, based on our Commissioner's priorities and other focus areas that demonstrate our efficiency and effectiveness in meeting the needs of the people we serve.

Final data for all performance measures will be published in our *Annual Performance Plan for FY 2022, Revised Performance Plan for FY 2021, and Annual Performance Report for FY 2020* in February 2021.

Summary of Our FY 2020 Performance Measure Results



The following table shows our full performance structure including the Strategic Goals, Objectives, and performance measures and results.

FY 2020 Performance at a Glance

Strategic Goal 1: Deliver Services Effectively		
Strategic Objective 1.1: Improve Service Delivery	Performance Measure 1.1a: Improve customer service in the hearings process by prioritizing those individuals who have waited the longest for a hearing decision (APG)	Not Met
	Performance Measure 1.1b: Improve the customer experience by reducing the Average Speed of Answer on the National 800 Number (APG)	Met
	Performance Measure 1.1c: Reinstate reconsideration to implement a national uniformed disability process at step 2 of the appeal stage	Met
	Performance Measure 1.1d: Improve customer service by reducing the number of actions pending at the processing centers	Met
Strategic Objective 1.2: Expand Service Delivery Options	Performance Measure 1.2a: Redesign our website to enhance the user's online experience	Not Met
	Performance Measure 1.2b: Maintain customer satisfaction with our online services above ForeSee's Threshold of Excellence (80)	Not Met
	Performance Measure 1.2c: Increase the number of successfully completed online transactions	Met
Strategic Goal 2: Improve the Way We Do Business		
Strategic Objective 2.1: Streamline Policies and Processes	Performance Measure 2.1a: Improve the disability determination process by increasing the percentage of medical evidence received electronically	Not Met
	Performance Measure 2.1b: Increase the percentage of beneficiaries whose successful work outcomes within three years of assignment resulted in a payment to an Employment Network (EN) or State Vocational Rehabilitation (VR) agency	Met
	Performance Measure 2.1c: Update the Listing of Impairments	Not Met
Strategic Objective 2.2: Accelerate Information Technology (IT) Modernization	Performance Measure 2.2a: Modernize databases, replacing and retiring outdated technology and designs	Met
	Performance Measure 2.2b: Continue to modernize the IT infrastructure	Met
	Performance Measure 2.2c: Modernize our customer communications infrastructure	Met
	Performance Measure 2.2d: Expand Self-Service for Claims Status Inquiries	Met
	Performance Measure 2.2e: Provide uninterrupted access to our systems during scheduled times of operation	Not Met
	Performance Measure 2.2f: Maintain an effective cybersecurity program	TBD
Strategic Goal 3: Ensure Stewardship		
Strategic Objective 3.1: Improve Program Integrity	Performance Measure 3.1a: Improve the integrity of the Supplemental Security Income program by focusing our efforts on reducing overpayments (APG)	TBD
	Performance Measure 3.1b: Maintain a high payment accuracy rate by reducing overpayments, in the Old-Age, Survivors, and Disability Insurance program	TBD
	Performance Measure 3.1c: Ensure the quality of our decisions by achieving the State disability determination services decisional accuracy rate for initial disability decisions	TBD
	Performance Measure 3.1d: Modernize our Debt Management System	Not Met
Strategic Objective 3.2: Enhance Fraud Prevention and Detection Activities	Performance Measure 3.2a: Expand our Cooperative Disability Investigations (CDI) coverage	Met
	Performance Measure 3.2b: Mature the Enterprise Fraud Risk Management Program	Met
Strategic Objective 3.3: Improve Workforce Performance and Increase Accountability	Performance Measure 3.3a: Strengthen manager accountability for effective performance management	Met
	Performance Measure 3.3b: Enhance the leadership pipeline through a modernized national leadership development program	Met
	Performance Measure 3.3c: Ensure new supervisors receive timely training to improve their leadership skills and competencies	TBD
Strategic Objective 3.4: Improve Organizational Effectiveness and Reduce Costs	Performance Measure 3.4a: Reduce our real property footprint	Met
	Performance Measure 3.4b: Implement the electronic Consent Based Social Security Number Verification (eCBSV) Service	Not Met

STRATEGIC GOAL 1: DELIVER SERVICES EFFECTIVELY

Strategic Objectives

- Improve Service Delivery
- Expand Service Delivery Options

Create an account:
www.ssa.gov/myaccount

We selected the following performance measures to demonstrate our progress with delivering services effectively:

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

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Target	Decide 99% of the cases that begin the fiscal year 430 days old or older	Decide 97% of the cases that begin the fiscal year 430 days old or older	Complete 97% of cases that begin the fiscal year 430 days old or older (~374,000 cases)	Complete 95% of cases that begin the fiscal year 350 days old or older (~355,000 cases)	Decide 98% of cases that begin the fiscal year 270 days old or older (~235,000 cases)
Target Achieved	Not Met	Not Met	Met	Met	Not Met
Performance	98%	96%	98%	98%	92%

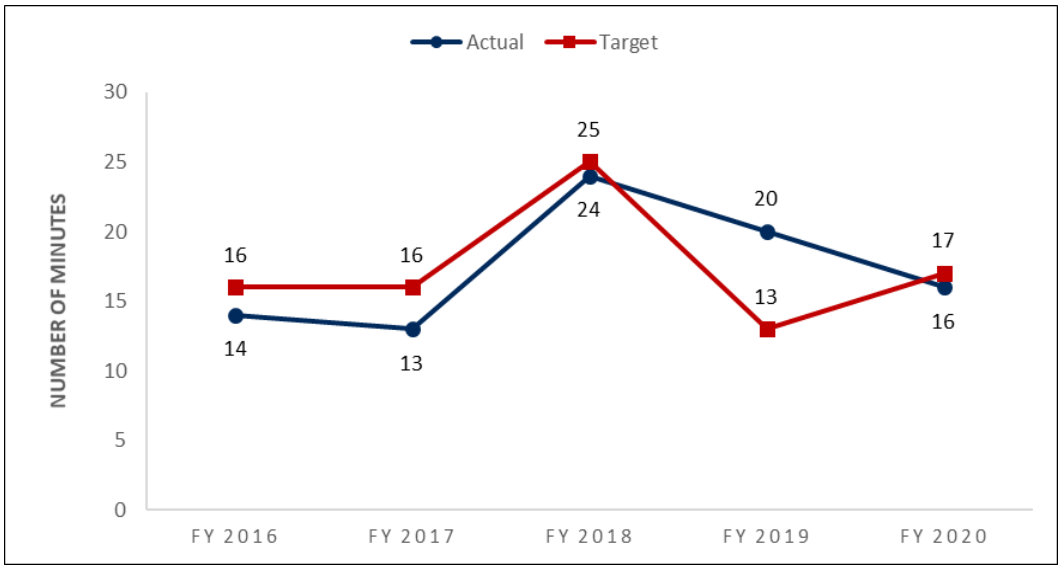
Analysis: Eliminating our hearings backlog remains our highest priority. We made noteworthy progress with reducing our hearings pending. Despite the impact of the pandemic on hearing postponements, we reduced our hearings pending to 418,313—157,108 fewer cases from the FY 2019 end of year pending of 575,421. We improved our average processing time from 506 days in FY 2019 to 386 days, a reduction of nearly 4 months.

Did You Know? We're Here to Help if You Become Disabled

One in four of today's 20-year-olds will become disabled before they retire.

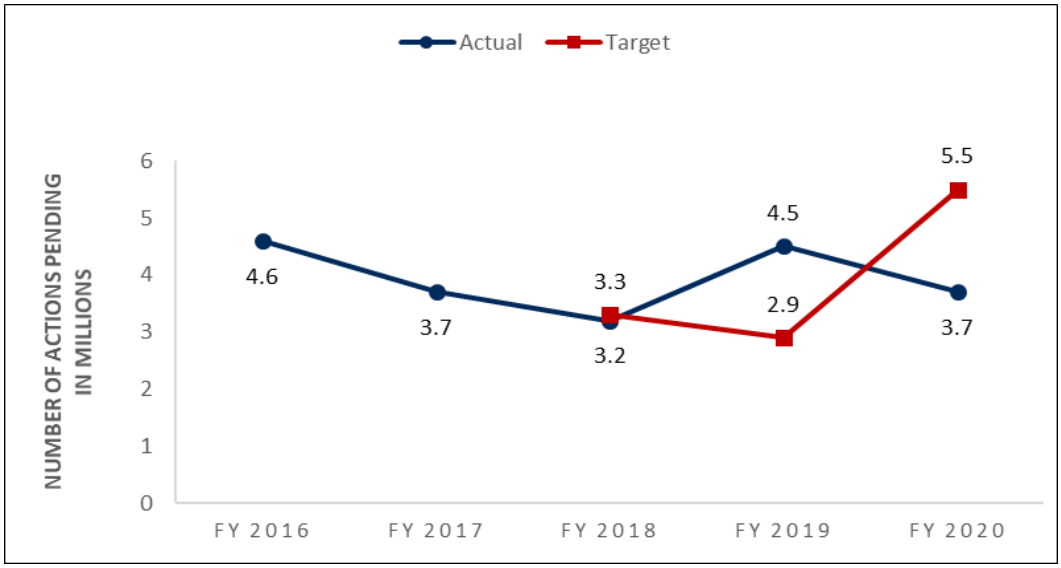
Our disability programs provide monthly benefits for severely disabled workers, including our wounded warriors, and their dependents. Learn more about Social Security disability facts on our website (www.ssa.gov/disabilityfacts/facts.html).

Improve the customer experience by reducing the Average Speed of Answer on the National 800 Number (APG)



Analysis: Reducing the time it takes to reach an agent when calling our National 800 Number is a focus area for improvement. We hired new telephone agents and streamlined and enhanced our training to allow new employees to handle targeted calls more quickly. While the COVID-19 pandemic initially disrupted our National 800 Number service, we procured additional telework equipment to quickly enable our telephone agents to answer calls remotely. In FY 2020, we handled over 34 million calls with an average speed of answer of approximately 16 minutes.

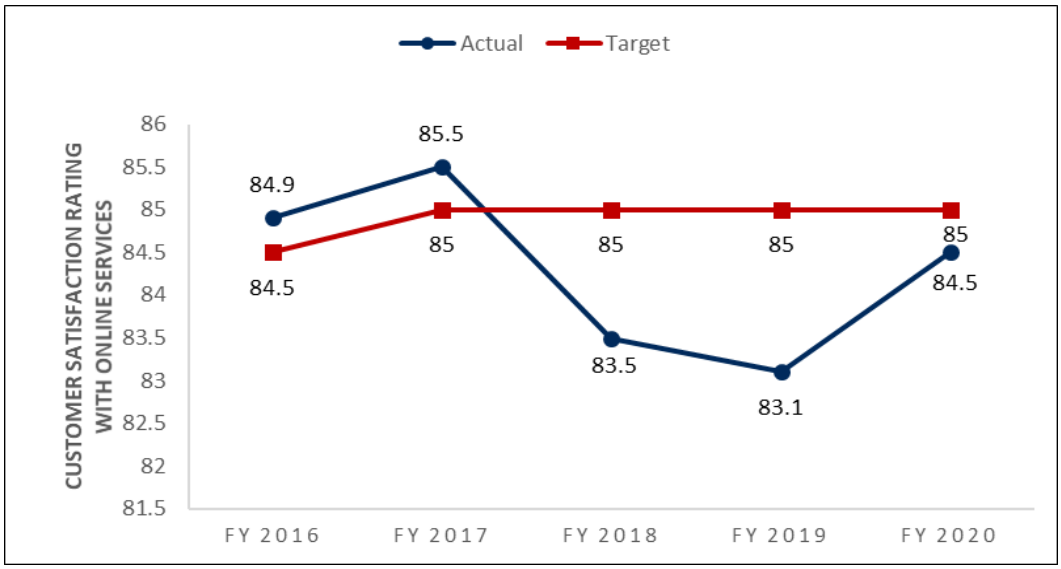
Improve customer service by reducing the number of actions pending at the processing centers



Analysis: Reducing the number of pending actions at the PCs remains a focus area for improvement. In FY 2019, the PCs had to rework a number of complex and time-consuming cases based on the outcome of the court case, *Steigerwald v. Berryhill*, which contributed to the increasing pending actions. We ended FY 2019 with 4.5 million pending PC actions. While we continued working these complex cases in FY 2020, we focused on fixing the underlying problem so it does not recur. In FY 2020, we continued to

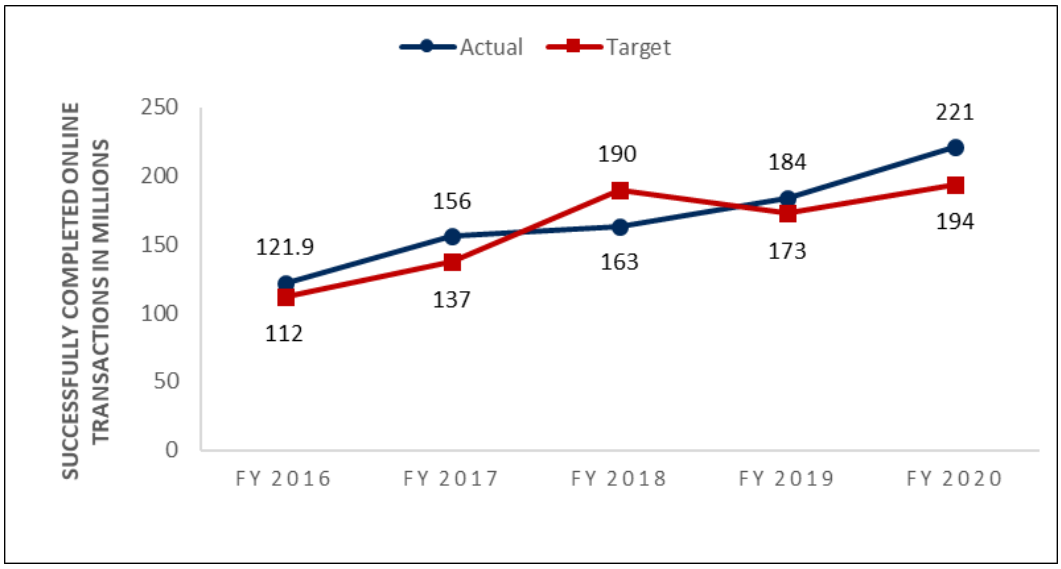
focus on high priority workloads and reduced the pending to over 3.7 million cases, a decrease of nearly a million compared to FY 2019. The reduction in pending cases is attributable to several factors, including increased staffing and overtime, automation enhancements, targeted training, and the deferral of certain workloads that could result in overpayments and pursuit of debt collection.

Maintain customer satisfaction with our online services above ForeSee's Threshold of Excellence (80)



Analysis: This performance measure targets overall customer satisfaction with eight agency online services, including our home page (www.ssa.gov), based on the Verint ForeSee E-Government Satisfaction Index. During the COVID-19 pandemic, we remain committed to ensuring that our customers can conduct business with us online. In FY 2020, our average ForeSee score was 84.5, exceeding the ForeSee Threshold of Excellence of 80. (Our ForeSee Threshold of Excellence target was established in FY 2016.)

Increase the number of successfully completed online transactions



Analysis: Online transactions represent instances where a customer successfully completes actions via the internet. These transactions do not require interaction with an SSA employee. Examples include: filing a

claim, requesting a replacement SSN card, changing bank information, or completing other actions through the *my* Social Security portal. The portal is a robust and convenient online option enabling customers to access an array of online services. We built *my* Social Security to allow our customers to conduct business with us anywhere or anytime using their computers, mobile devices, or smartphones. In FY 2020, the public completed nearly 221 million successful online transactions, up from 184 million in FY 2019.

We selected the following key initiatives to discuss our progress with delivering services effectively:

REDUCE THE HEARINGS BACKLOG

Eliminating the hearings backlog to reduce the time it takes to get a hearing decision remains one of our most critical priorities. Our Compassionate And REsponsive Service (CARES) plan is a multi-pronged approach to eliminate the hearings backlog through increased decisional capacity, business process efficiencies, and IT innovations. With the CARES plan, special hearings backlog funding we received,[1] and our dedicated employees, we significantly reduced the average wait for a hearing decision by nearly four months in FY 2020. We expect to eliminate the hearings backlog in FY 2021.

In FY 2020, we shifted to conducting hearings only by telephone as a result of the COVID-19 pandemic. We have experienced a higher than normal number of hearing postponements due to this change. However, we will be deploying Microsoft Teams software that will allow us to remotely hold video hearings anywhere applicants and their representatives can privately access a camera-enabled smart phone, tablet, or computer. This technology provides another convenient and safe option to hold a hearing. Despite these challenges, we reduced the number of claimants waiting for an ALJ decision. At the close of FY 2020, we decided nearly 92 percent of aged cases, which are cases that began the fiscal year 270 days or older, with 19,807 cases remaining.

[1] P.L. 115-245 – *Consolidated Appropriations Act, 2019* provided $100 million in dedicated funding to address the hearings backlog.

Reduce the Processing Center Backlog

Our PCs handle the most complex benefit payment decisions, in addition to issuing benefit payments after appeals decisions, determining and collecting debt, and correcting records. During the COVID-19 pandemic, we made more of our work available electronically. We continued to focus on high priority workloads such as getting people paid, and we suspended workload actions that would have an unfavorable outcome for our beneficiaries during a critical time in the pandemic.

In FY 2020, we initiated a project to analyze debt we have determined to be delinquent and uncollectible for potential termination of collection by the agency. By terminating collection activity on uncollectible debt, we will better reflect current receivables on our financial statements as well as reduce the number of actions from the PC pending backlog. However, while we are terminating active collection efforts, the debt will remain on the individual's agency record to be collected in the future, where appropriate and applicable. If eligible, we will refer these delinquent debts to the Treasury Offset Program for external collection action.

Enhance the Online Experience

We continue to explore ways to enhance the customer service experience by providing convenient, user-friendly, and secure online self-service options. Transforming our digital services is the next step to improve our service to the public. Now that many of our applications are online, we are determining what services we should add, and how we can make our existing electronic services easier to use. We are also exploring customer-centered work processes that offer more self-service options and reduce wait times.

In FY 2020, we awarded contracts for the ssa.gov website redesign. Additionally, we completed a content audit for the full website and updated navigation to retirement information on our site for the public's use. We also updated our website to include a COVID-19 resource and a frequently asked questions page.

Enhance *my* Social Security

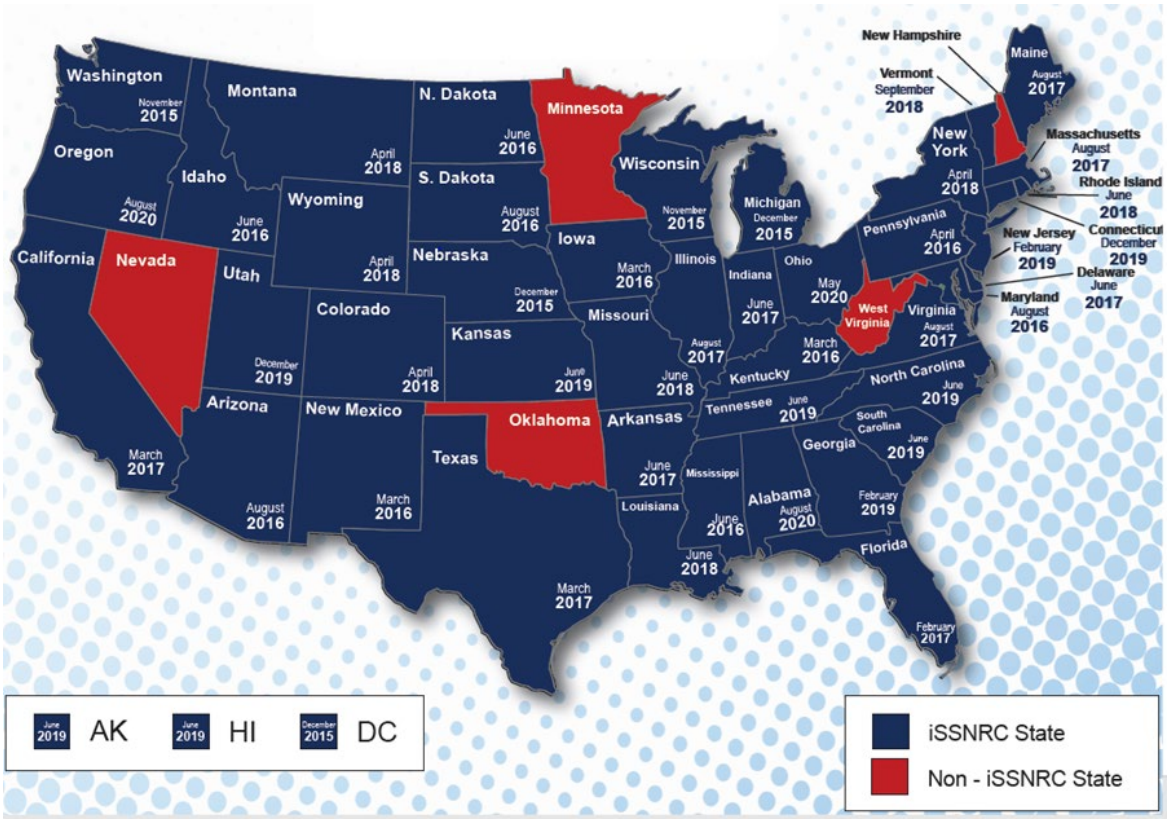
my Social Security is our online portal for the public that provides a convenient, safe online option for people interested in viewing their Social Security records or conducting business with us. *my* Social Security offers a broad range of services including applying for a change of address or direct deposit information, getting personal retirement benefit estimates, and requesting a replacement Social Security Number card. *my* Social Security has a user-friendly design to allow broad access from various devices. Since we released *my* Social Security, we registered nearly 53 million users. In FY 2020, we registered more than 7 million users compared to 6.9 million new users in FY 2019.

In FY 2020, we added service options to *my* Social Security to improve the user experience. We enhanced our representative payee portal to allow individual representative payees to view and print benefit verification letters for beneficiaries they represent. They can also view, print, or request a mailed copy of a replacement 1099 or 1042S tax form on behalf of their beneficiaries.

EXPAND INTERNET REPLACEMENT OF SOCIAL SECURITY NUMBER CARDS

Replacing Social Security cards is one of our most requested services and the number one reason our customers visit our field offices. We are pursuing other service options so that members of the public do not need to visit an office for this service. For example, adult U.S. citizens who meet certain criteria, may apply for a replacement card using our Internet Social Security Number Replacement Card (iSSNRC) online application, which can be accessed with a *my* Social Security account. We have a data exchange agreement with the American Association of Motor Vehicle Administrators to verify the identity of iSSNRC applicants online by matching State driver's license data. In FY 2020, we expanded iSSNRC to 5 additional States, making the iSSNRC option available in 45 States and the District of Columbia, and processed over 2 million replacement cards online.

iSSNRC Coverage Map



STRATEGIC GOAL 2:
IMPROVE THE WAY WE DO BUSINESS

Strategic Objectives

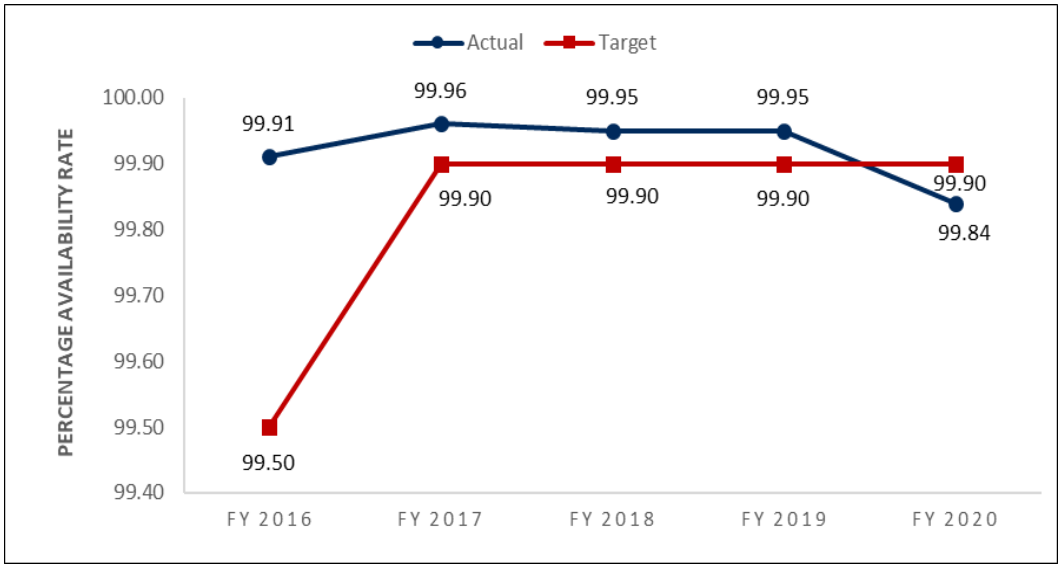
- Streamline Policies and Processes
- Accelerate Information Technology Modernization

Social Security Benefit Verification Letter

Available online at:
www.ssa.gov/myaccount/

We selected the following performance measures to demonstrate our progress toward improving the way we do business:

Provide uninterrupted access to our systems during scheduled times of operations



Analysis: Maintaining uninterrupted access to our systems during scheduled times of operation is essential to serving the public. In FY 2020, amid the COVID-19 pandemic we rapidly enabled our personnel with full telework capability. We quickly supported over 85,000 remote users versus our previous peak of just over 17,000 users. We remotely managed all of our customer service channels (online, telephone, network and with partner agencies), and implemented innovative solutions to meet agency personnel and public service needs. Our service continuity challenges resulted in system availability percentages slightly under our target.

Maintain an effective cybersecurity program

	FY 2018	FY 2019	FY 2020
Target	Achieve an overall score of "Managing Risk" on the Federal Cybersecurity Risk Management Assessment	Achieve an overall score of "Managing Risk" on the Federal Cybersecurity Risk Management Assessment	Achieve an overall score of "Managing Risk" on the Federal Cybersecurity Risk Management Assessment
Target Achieved	Met	Met	TBD
Performance	"Managing Risk" score achieved	"Managing Risk" score achieved	TBD

Analysis: Maintaining our cybersecurity is critical to sustaining public trust in our services. We maintain a comprehensive, agency-wide information security program to protect our network, information, and communication assets. We continue to meet the Department of Homeland Security cybersecurity target, as well as achieve an overall score of "Managing Risk" on the Federal Cybersecurity Risk Management Assessment. Our annual results demonstrate our commitment to protecting the data the American public entrusts to us. FY 2020 data will not be available until January 2021.

We selected the following key initiatives to discuss our progress toward improving the way we do business:

INCREASE THE NUMBER OF PEOPLE WITH DISABILITIES WHO RETURN TO WORK

Many beneficiaries who are disabled want to work and may attain self-sufficiency with adequate support. The Ticket to Work program and the VR cost reimbursement program help beneficiaries transition to employment and reduce reliance on disability benefits. We continue to improve our outreach to beneficiaries about employment support programs. Ongoing mailings, marketing efforts, monthly webinars, and an interactive presence on social media have led thousands of beneficiaries to connect with ENs and State VR agencies to get the services they need to return to work.

In FY 2020, we continued employment outreach to beneficiaries through ongoing mailings, marketing efforts, webinars, and social media. To maximize participation rates and earnings outcomes, we continued to test and apply changes to our Ticket to Work program notices. Learn more about Ticket to Work success stories on our website (choosework.ssa.gov/success-stories/index.html).

MODERNIZE THE SOCIAL SECURITY STATEMENT

To improve customer service and the public's understanding of our programs, we are modernizing the online Social Security Statement available through the *my* Social Security portal. The modernized online Statement will not only continue to provide the public with their earnings records, Social Security and Medicare taxes paid, and future benefit estimates, it will also provide access to tools, calculators, supplemental fact sheets, and other applicable information in a central location. The information provided will be customized based on the user's age and earnings history, providing a more relevant experience. Together, it will assist individuals with retirement planning and learning about benefit eligibility. In FY 2020, we continued adding new features and integrating the *my* Social Security online Statement with additional benefit estimation tools through the Benefit Entitlement Center (BEC).[2]

[2] The BEC is a self-service solution within the *my* Social Security portal that allows customers to file an application, appeal a decision, and manage benefits.

INFORMATION TECHNOLOGY MODERNIZATION

We remain committed to improving service to the public. Three years ago, we began a multi-year *IT Modernization Plan* (www.ssa.gov/open/materials/IT-Modernization-Plan.pdf) with $370 million in dedicated appropriations from Congress. It is important that we continually review our modernization plan to ensure it is flexible enough to keep up with rapid technology changes and future customer needs. Therefore, we have updated our plan, building on our progress in addressing foundational modernization needs and incorporating input from public and private technology experts, our frontline employees, and the public we serve.

Our *IT Modernization Plan, 2020 Update* (www.ssa.gov/open/materials/IT-Modernization-Plan-2020-Update.pdf) emphasizes our focus on service modernization, which includes building additional online services; improving and expanding automated services available through our National 800 Number; and providing additional self-service and expedited services in our field offices.

In FY 2020, we quickly pivoted during the COVID-19 pandemic to mitigate service interruption to the public by ensuring our network supported maximum remote work for our employees. We provided creative solutions to maintain continuity of service in a remote environment and improved our overall digital service delivery channels.

STRENGTHEN OUR INFORMATION SECURITY PROGRAM AND MODERNIZE OUR CYBERSECURITY INFRASTRUCTURE

Maintaining the public's trust in our ability to protect sensitive data housed in our systems requires continuous monitoring of threats and continual improvement and strengthening of our cybersecurity program. We emphasize the importance of information security through ongoing operational refinement and maturation of security components in accordance with government regulations.

In FY 2020, we refined and adapted how we detect and prevent cyber threats and enhanced our efforts to attract and retain cybersecurity professionals. We automated our detection and response processes to identify threats, mitigate vulnerabilities, and limit the impact of potential cyberattacks. We also improved our capacity to prevent, detect, respond to, and defend against cyber threats.

STRATEGIC GOAL 3: ENSURE STEWARDSHIP

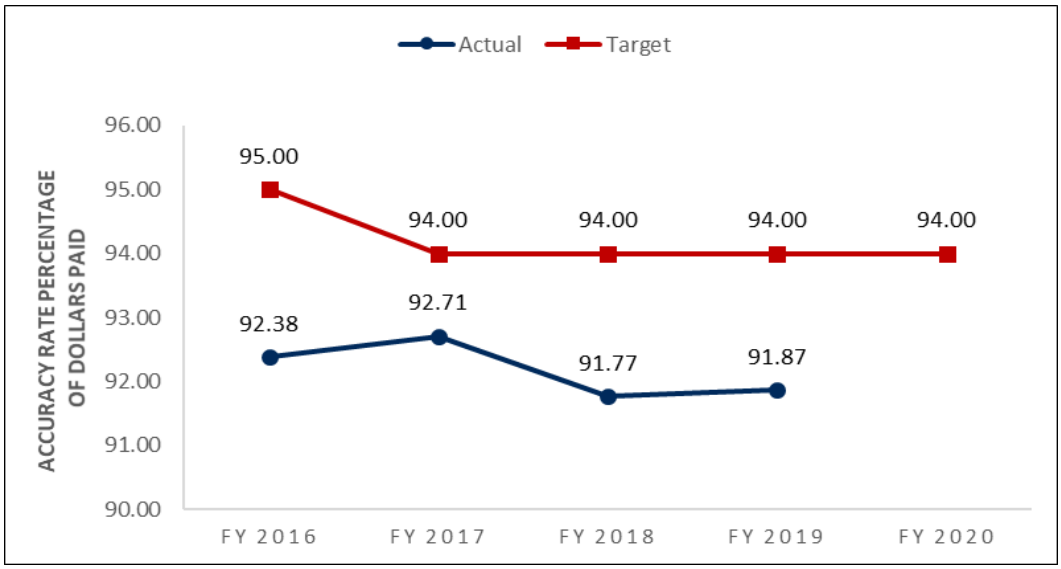
Strategic Objectives

- Improve Program Integrity
- Enhance Fraud Prevention and Detection Activities
- Improve Workforce Performance and Increase Accountability
- Improve Organizational Effectiveness and Reduce Costs

Antifraud facts: www.ssa.gov/antifraudfacts/

Our Strategic Objective to improve program integrity remains a focus area for improvement. We selected the following performance measures to demonstrate our efforts to ensure stewardship:

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

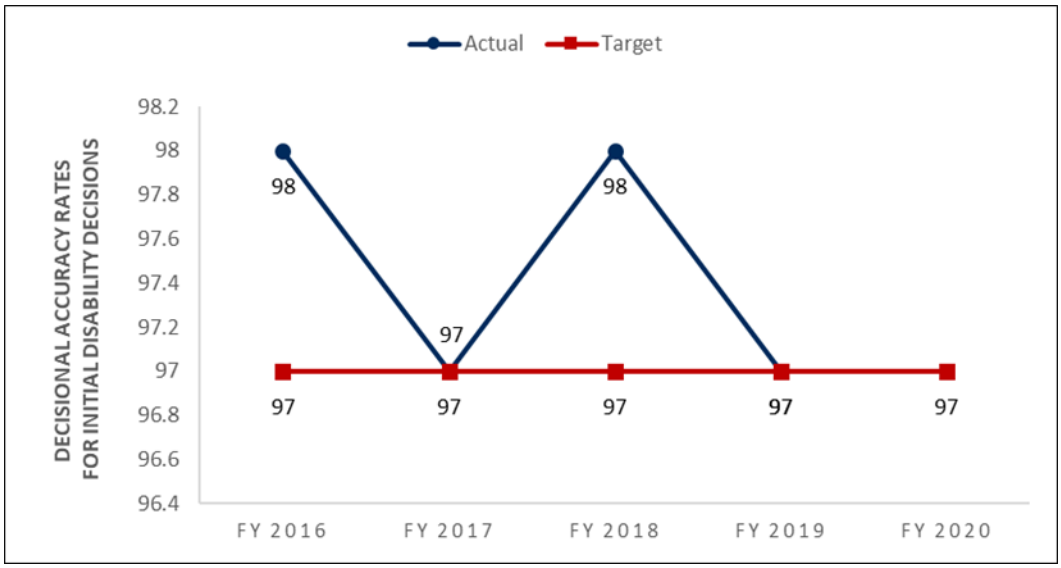


Analysis: We rely on Supplemental Security Income (SSI) recipients to timely report changes in income, resources, and living arrangements in order to accurately determine program eligibility and payment amount. Without timely reports, we may incur improper payments.

In addition to our key program integrity workloads, we have an aggressive strategy, utilizing various initiatives, to reduce improper payments: identifying Windfall Elimination Provisions and Government Pension Offsets, improving our Access to Financial Institutions program, identifying non-home real property, enhancing the SSI wage-reporting process, conducting quality reviews, reducing underpayments to vulnerable populations, increasing post-entitlement accuracy, improving death data processing, expanding Benefit Payment Offset, conducting a debt risk assessment, modifying our Treasury Offset Program, data matching with the Department of Homeland Security, and developing additional data exchange agreements.

In FY 2020, we expanded our partnership with the Federal Government-wide Payment Integrity Community of Practice to share experiences, best practices, and common solutions to our common challenges. FY 2020 data will not be available until summer 2021.

Ensure the quality of our decisions by achieving the State disability determination services decisional accuracy rate for initial disability decisions[3]



Analysis: The public expects us to make timely and accurate decisions. In FY 2019, we demonstrated the quality of our decisions by achieving a decisional accuracy of 97 percent for initial disability decisions. We have consistently met our target for this measure since FY 2010. FY 2020 data will not be available until January 2021.

We selected the following key initiatives to discuss our efforts to ensure stewardship:

PROMOTE TIMELY WAGE REPORTING

Changes in a person's work and wages are leading causes of improper payments in the DI and SSI programs. Currently, we use a number of sources to verify wage amounts, including pay stubs submitted by recipients, annual earnings data from the Internal Revenue Service, and payroll information from The Work Number.[4] However, verifying wages is a manual process, and we continue to rely on beneficiaries to report wages.

In FY 2017, we implemented an online tool, myWageReport (myWR), which allows DI beneficiaries to report earnings on computers, mobile devices, and smartphones through *my* Social Security. In FY 2018, we expanded myWR to allow SSI recipients and concurrent (SSI and DI) beneficiaries, their representative payees, or their deemors (i.e., an ineligible spouse or parent living with the recipient) to report earnings electronically. In FY 2020, we completed our analysis of online wage reporting submission failures and implemented a systems enhancement to reduce unsuccessful transmissions. We implemented refresher myWR training for our employees, which improved DI beneficiary and SSI recipient wage reporting opportunities.

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[3] Decisional accuracy is the percentage of correct initial State disability determinations. It 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.

[4] The Work Number is an online wage verification company we approved to provide primary evidence of wages when pay slips are unavailable. Wage and employment information are provided in real time.

Enhance Fraud Prevention and Detection Activities

Combatting fraud is a priority and we take our responsibility to prevent and detect fraud seriously. We centralized our anti-fraud efforts to take advantage of data analytics and predictive models to prevent fraud, ensure consistent anti-fraud policies, refine employee training, and solidify relationships with other Federal, State, and private partners to identify individuals who wrongfully obtain OASDI and SSI payments.

We are focused on a holistic analytical approach to our fraud risk management, and prioritize our anti-fraud efforts consistent with the *Payment Integrity Information Act of 2019* and the Government Accountability Office's framework for managing fraud risks in Federal programs. We integrate data from multiple sources and use industry-proven predictive analytics software to identify high-risk transactions for further review. With these models, we better identify suspicious and evolving patterns in our workloads and detect fraudulent actions before we make payments. In FY 2020, we initiated a risk assessment to identify fraud risks related to the SSI program. We deployed an updated fraud allegation referral process that provides employees a modern streamlined interface to report fraud, and improves our ability to analyze allegation data.

Did You Know? Scammers Are Pretending to be Government Employees

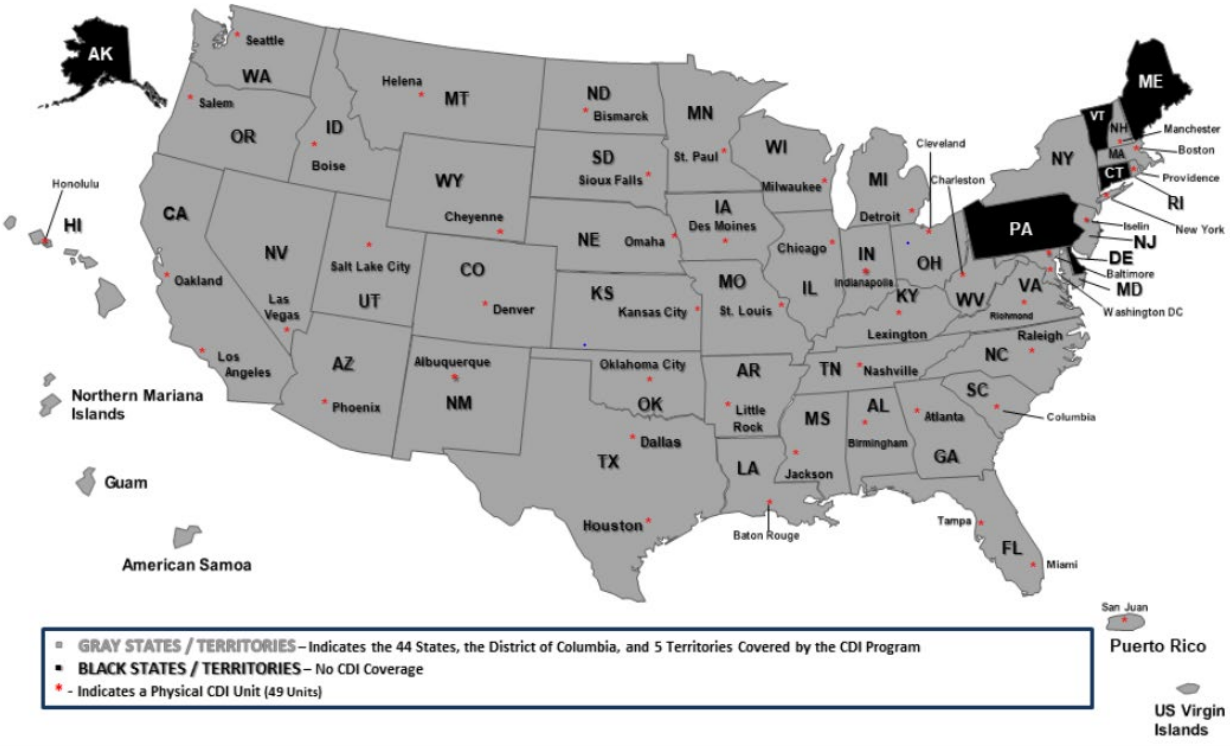
Scammers claiming to be from the Social Security Administration try to scare people and trick them into giving the scammers personal information and money.

DO NOT BE FOOLED! IF YOU RECEIVE A SUSPICIOUS CALL:

1. Hang up!
2. DO NOT give them money or personal information!
3. Report the scam at oig.ssa.gov. For more information, visit our website (www.ssa.gov/antifraudfacts/).

We work with the Office of the Inspector General to jointly operate CDI units with State disability determination services and State and local law enforcement. In FY 2020, we added CDI units in Cheyenne, WY; Las Vegas, NV; Manchester, NH; and Omaha, NE. We ended the fiscal year with 49 CDI units covering 44 States, the District of Columbia, and 5 U.S. territories. The following map shows CDI unit coverage through FY 2020.

Cooperative Disability Investigations Coverage



LOOKING FORWARD – FACING OUR CHALLENGES

Public service drives every decision we make. We are addressing our challenges to improve our customers' experience by reducing National 800 Number, field office, and hearings wait times; modernizing our disability policies and our IT; and augmenting in-person services with digital and automated service options. For a listing of our top management and performance challenges identified by our Office of the Inspector General, including our actions to address the challenges, please refer to the *Inspector General Statement on the Social Security Administration's Major Management and Performance Challenges* section.

Despite the challenges we face due to the COVID-19 pandemic, we continue to make progress in priority areas. We are improving National 800 Number wait times and busy signals, reducing the backlogs in our PCs, accelerating our IT modernization plans to make service more customer-centric, and, most notably, moving closer to our goal of eliminating the disability hearings backlog in FY 2021. The hearings backlog is now at its lowest level in 18 years.

The COVID-19 pandemic may continue to impact the way we deliver our service. It has pressed us to accelerate planning and implementation of additional online, telephone, and virtual services, and the expanded use of data exchanges to obtain evidence. Where possible, we adapted business processes to convert in-office workloads to electronic processes. We continue to work to streamline processes and policies, and identify ways to reduce the need for in-person service. We are identifying outdated rules and regulations that we will consider updating or removing. For information on legislative proposals that can help simplify our programs, please refer to the Barriers section in the *Payment Integrity* report.

We are working to become an even stronger, more responsive and modern organization.