

Annual Performance Plan Fiscal Years 2021–2022



Annual Performance Plan for Fiscal Year 2022

Revised Performance Plan for Fiscal Year 2021

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A Message from the Commissioner



I am pleased to present the Social Security Administration’s *Annual Performance Plan for Fiscal Year 2022 and Revised Performance Plan for Fiscal Year 2021*, which details our priorities and goals for the next two fiscal years.

My top priority remains improving public service. We continue our efforts to improve service and our customers’ experience by reducing wait times and backlogs, supporting outreach to vulnerable populations who may be eligible for our programs, and investing in our information technology (IT) modernization efforts. Modernizing our IT is the key to making critical, lasting improvements in service.

We must also balance our stewardship responsibilities by completing our cost-effective program integrity workloads. Most notably, we are moving closer to our goal of eliminating the disability hearings backlog in fiscal year 2022. The hearings backlog is now at its lowest level in 20 years.

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

Respectfully,

A handwritten signature in black ink, appearing to read "Andrew Saul". The signature is fluid and cursive, with a large, stylized initial "A" and "S".

Andrew Saul

Baltimore, Maryland
May 28, 2021

Our Mission

Deliver quality Social Security services to the public.

Our Programs

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

- **Old-Age and Survivors Insurance:** Established in 1935, the Old-Age and Survivors Insurance (OASI) program provides retirement and survivors benefits to qualified workers and their family members. In fiscal year (FY) 2022, we estimate paying OASI benefits to nearly 57 million beneficiaries on average each month, and we estimate paying over \$1 trillion to OASI beneficiaries through the fiscal year.
- **Disability Insurance:** Established in 1956, the Disability Insurance (DI) program provides benefits for workers who become disabled and their families. In FY 2022, we estimate paying DI benefits to nearly 10 million beneficiaries on average each month, and we estimate paying over \$150 billion to DI beneficiaries through the fiscal year.
- **Supplemental Security Income:** Established in 1972, the Supplemental Security Income (SSI) program provides financial support to aged, blind, and disabled adults and children who have limited income and resources. In FY 2022, we estimate paying SSI benefits to nearly 8 million recipients on average each month (approximately 2.7 million of whom concurrently receive OASI or DI benefits), and we estimate paying nearly \$63 billion in SSI Federal benefits and State supplementary payments through the fiscal year.

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

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

Our Organization

Approximately 61,000 Federal employees and 15,000 State employees serve the public from a network of more than 1,500 offices across the country and around the world. Most of our employees directly serve the public or provide support to employees who do.

The COVID-19 pandemic continues to significantly affect our operations and how we serve the public. Our highest priority during this difficult and unprecedented time is to provide mission-critical services while ensuring the health and safety of the public and our employees in a mostly virtual work environment. We continue to accelerate our planning and implementation of alternative electronic and virtual services, as well as expand use of data exchanges to obtain evidence.

Our National 800 Number callers can conduct various business transactions by speaking directly with a customer service representative or through our 24-hour automated services, which include requesting benefit verification letters, ordering replacement Medicare cards, and obtaining claim status. In addition, we published local office telephone numbers, allowing our field office employees to handle significantly more phone calls while maintaining a low busy rate. Our processing centers (PC) handle the most complex benefit payment decisions, in addition to issuing benefit payments after appeals decisions, determining and collecting debt, correcting records, and perform program integrity work.

State agency disability determination services (DDS) make disability determinations for initial claims, reconsiderations, and continuing disability reviews (CDR). Disruptions from the COVID-19 pandemic negatively affected pending initial disability claims cases, which increased significantly. We are increasing processing capacity to address the large backlog of initial disability claims and an anticipated spike in claims, but, it will take a sustained, multi-year effort to work down the backlog of initial disability claims.

During the pandemic, applications for disability benefits, particularly for Supplemental Security Income (SSI), have declined. We are working closely with other government agencies and third-party organizations in local communities to help us reach at-risk persons, including individuals facing homelessness, with low income, with limited English proficiency, or with mental illness.

Administrative law judges (ALJ) in our hearings offices and administrative appeals judges in our Appeals Council decide appealed cases. In response to the pandemic, we transitioned to holding only voluntary telephone hearings, allowing us to continue to hear cases remotely. At the end of FY 2020, we rolled out the Microsoft (MS) Teams platform to remotely conduct video hearings, allowing applicants and their representatives to participate from any private location where they have access to a camera-enabled smart phone, tablet, or computer. We continue to make progress toward our goal of eliminating the disability hearings backlog. The hearings backlog is now at its lowest level in 20 years.

Despite the challenges of the COVID-19 pandemic, we continue to meet many of our service goals—improving National 800 Number wait times and reducing busy signals, reducing the backlogs in our processing centers, and accelerating our IT modernization plans to make service more customer-centric.

While the COVID-19 pandemic has presented many challenges, it also illuminated opportunities and drove creative solutions to provide alternate service options to the public, lessening the need for people to visit a local office. We have quickly made paper processes electronic and added online service options.

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

Agency Plans and Performance

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

Cross-Agency Priority Goals

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

Agency Priority Goals

As required by the GPR Modernization Act of 2010, we established three agency priority goals (APG) for FYs 2020–2021:

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.

The APGs are 24-month goals reflecting the priorities of our executive leadership, as well as those of the Administration. Our FYs 2022–2023 APGs are currently under development and will be available in the next Annual Performance Plan and Report. To access our APGs visit www.performance.gov.

Strategic Goal 1: Deliver Services Effectively

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

Strategic Objective 1.1: Improve Service Delivery

Lead: Deputy Commissioner for Operations and Deputy Commissioner for Hearings Operations

Strategies

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

Key Initiatives

Reduce the Hearings Backlog

Eliminating the hearings backlog and reducing the time it takes to get a hearing decision remains one of our most critical priorities. Our CARES plan is a multi-pronged approach to eliminate the hearings backlog through increased decisional capacity, business process efficiencies, and IT innovations. With our CARES plan, the special hearings backlog funding we received, and our dedicated employees, we are significantly reducing the average wait for a hearing decision. From September 2017 through April 2021, we have reduced the average monthly wait time for a hearing by 310 days. The average wait time in FY 2021 is at the lowest level since FY 2001. We expect to eliminate the hearings backlog in FY 2022.

- In FY 2021, we project 370,000 hearings pending and an annual average processing time of 310 days. However, by September 30, 2021, we will reduce the monthly average wait time to 305 days.
- In FY 2022, we will reduce the monthly average wait time to 250 days by September 30, 2022. We are preparing for an influx of hearings requests in anticipation of the DDSs processing increased volumes of initial disability claims and reconsiderations. We will closely monitor the impact of additional disability applications on our appeals process to avoid creating new backlogs.

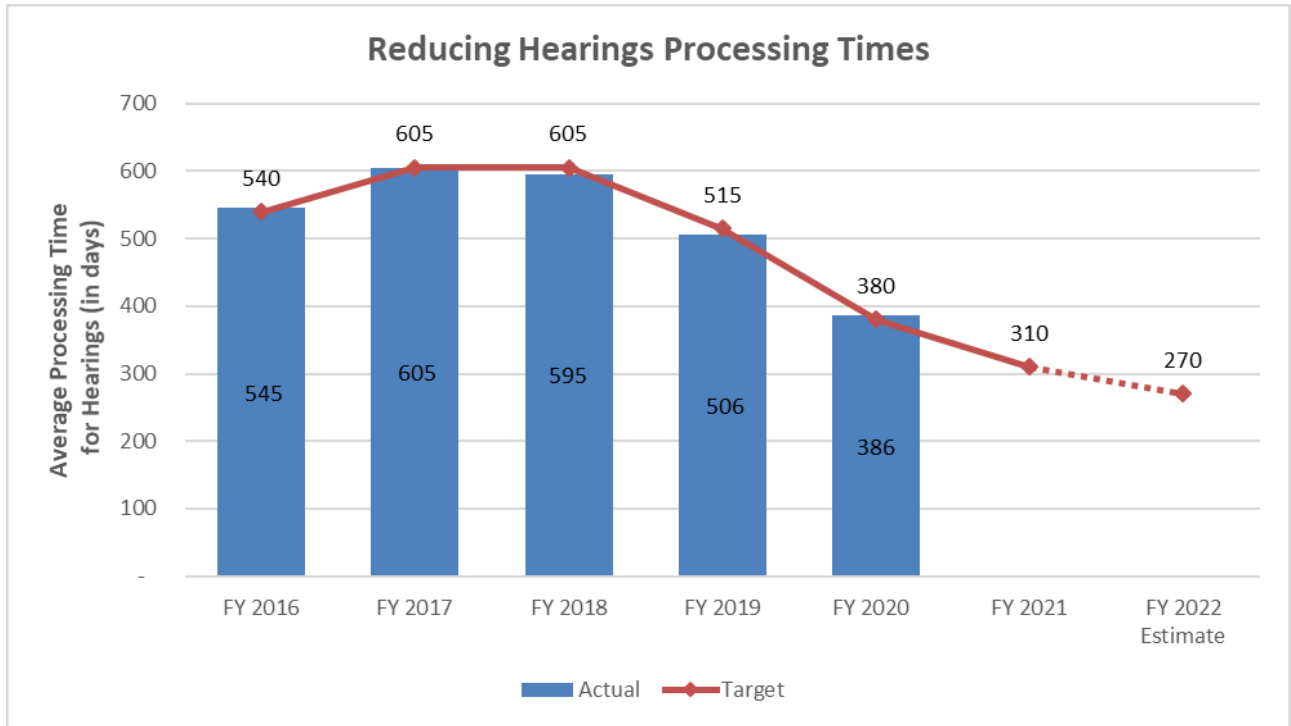


Figure 1. The average number of days a person waits for a decision by an ALJ for cases closed in each fiscal year from 2016 to 2022.

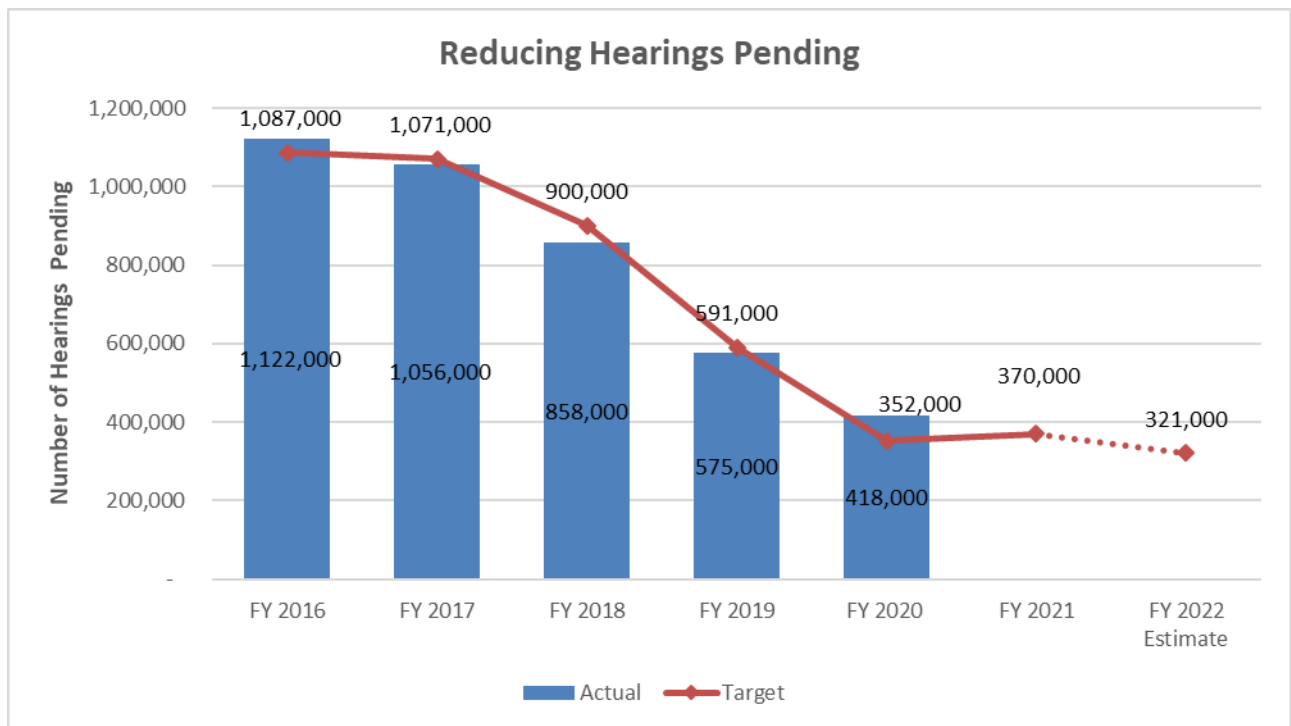


Figure 2. The number of hearings pending in the Office of Hearings Operations at the end of each fiscal year from 2016 to 2022.

Improve 800 Number Services

Millions of our customers depend on our National 800 Number technicians to answer important questions; therefore, we are focused on improving the timeliness of our National 800 Number average speed of answer¹ and average busy rate (ABR).² We will continue to improve service and reduce wait times through targeted hiring, improving training methods, and additional automated services through our Next Generation Telephony Project.

- In FY 2021, we will continue to focus on improving automated services and our Interactive Voice Response applications, allowing more callers to take advantage of self-service options to quickly answer their questions without the need to wait for a telephone agent.
- In FY 2022, we plan to reduce wait times to 12 minutes and reduce the ABR to one percent.

Reduce the Processing Center Backlog

The PCs remain focused on reducing the backlog of pending actions. In FY 2021, we completed a multiphase program debt write off project to analyze debt we determined to be delinquent and uncollectible, for potential termination of collection. By terminating collection activity on uncollectible debts, we will better reflect current receivables on our financial statements. We have permanently removed over 400,000 actions from the PC pending backlog. This action moved these debts to the next stage in the debt collection process. While we are terminating active collection efforts, the debt will remain on the individual's agency record for future collection, where appropriate and applicable. If eligible, we will refer these delinquent debts to the Treasury Offset Program for external collection action.

- In FY 2021, we are maintaining staffing for the PCs and instituting workflow enhancements and quality initiatives to improve overall performance.
- In FY 2022, we plan to reduce the number of manual actions required by PC technicians and improve payment timeliness through automation.

¹ The Average Speed of Answer is the average amount of time callers wait in queue to be answered by an agent. Wait time begins when the call is placed in queue and ends when the agent answers.

² The Agent Busy Rate is the percentage of calls routed for live agent service that encounter a busy call back message.

Expand Video Service Delivery

Video service delivery (VSD) allows us to balance our workloads, reduce wait times, and provide a face-to-face service option, particularly for individuals living in rural areas. We offer VSD in over 800 convenient locations across the country such as our field offices, hospitals, libraries, community centers, American Indian tribal centers, homeless shelters, and other government agencies. VSD offers high-resolution magnification and black light capability, allowing for in-depth review of the security features and authenticity of the evidence presented. While VSD requires individuals to go into a locations that offer VSD service, MS Teams³ allows the public to engage in face-to face service with our employees from any location. We began rolling out MS Teams for video hearings, representative payee monitoring, and certain social security number (SSN) transactions.

- In FY 2021, we will deploy MS Teams to 100 percent of our frontline employees. We will also continue to partner with other organizations (e.g., U.S. Department of Veterans Affairs, U.S. Department of Health and Human Services, and tribal governments) to expand VSD service to 15 additional sites.
- In FY 2022, we will deploy MS Teams to all remaining SSA and DDS employees. We also plan to expand VSD services to 60 additional field offices and third-party sites throughout the nation.

Online Options for New Social Security Numbers and Replacement Cards

The number one reason individuals visit our field offices is to replace an SSN card. Last year, due to the pandemic, we processed about 7 million applications for SSN replacement cards in our field offices. We are expanding 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 FYs 2021 and 2022, we will continue to expand iSSNRC as this is the most convenient replacement process for our clients.

³ MS Teams is a unified communication and collaboration platform that combines persistent workplace chat, video meetings, file storage, and application integration. In most cases, non-SSA external users of MS Teams do not need additional downloaded software—they can access it using an existing device and internet connection.



Figure 3. Forty-five States and the District of Columbia have the iSSNRC option available. Minnesota, Nevada, New Hampshire, Oklahoma, and West Virginia do not yet have the iSSNRC option.

Performance Measures

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)

Fiscal Year	2018	2019	2020	2021
Target	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)	Decide 98% of cases that begin the fiscal year 190 days old or older (~232,000 cases)
Performance	98%	98%	92%	TBD

Data Definition: The target represents the percentage of aged cases completed.

Performance Measure 1.1b: Improve the customer experience by reducing the Average Speed of Answer on the National 800 Number (APG)

Fiscal Year	2018	2019	2020	2021
Target	25 minutes	13 minutes	17 minutes	15 minutes
Performance	24 minutes	20 minutes	16 minutes	TBD

Data Definition: The target represents the average amount of time it takes to answer a call once it routes to an agent for service.

Performance Measure 1.1c: Improve customer service by reducing the number of actions pending at the processing centers

Fiscal Year	2018	2019	2020	2021	2022
Target	3.3 million	2.9 million	5.5 million	4.2 million	4.14 million
Performance	3.2 million	4.5 million	3.75 million	TBD	TBD

Data Definition: The target represents the total number of pending actions in all of the processing centers at the end of the fiscal year.

NEW: Performance Measure 1.1d: Expand video service delivery

Fiscal Year	2021	2022
Target	Implement MS Teams to 100% of frontline employees	Implement MS Teams to 100% of SSA and DDS employees

Data Definition: The target represents the implementation of a unified communication and collaboration platform that includes workplace chat, video meetings, file storage, and application integration.

Strategic Objective 1.2: Expand Service Delivery Options

Lead: Deputy Commissioner for Operations

Strategies

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

Key Initiatives

Enhance 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 2021, we will implement a *beta* site for ssa.gov that includes streamlined content and a redesigned home page and web template.⁴ We will utilize customer feedback, solicited from online surveys and focus groups, to make appropriate adjustments to the *beta* site. We expect to increase the customer satisfaction score for the redesigned test site by two points compared to the ssa.gov satisfaction score for the prior year.
- In FY 2022, we plan to transition the final redesigned ssa.gov website into production based on feedback on the *beta* site.

Enhance *my Social Security*

my Social Security is our online portal that provides a convenient, safe option for people to conduct business with us or view their Social Security records. *my Social Security* offers a broad range of services including changing an address or direct deposit information, getting personal retirement benefit estimates, and requesting a replacement SSN card. *my Social Security*'s user-friendly design allows access from various devices. Since we implemented *my Social Security*, we have registered over 57 million users.

- In FY 2021, we will continue expanding user features for representative payees, enhance the ability to track claim status, and develop a new retirement benefit application.
- In FY 2022, we plan to continue expanding the ability to apply for benefits, and provide individual representative payees the ability to verify a beneficiary's SSN and benefits.

⁴ Our *beta* site will be part of ssa.gov to enable the public to use the website as an alternative to, and in parallel with, the production site. The public will be able to distinguish between the *beta* and production sites to ensure they know they are visiting a trusted site.

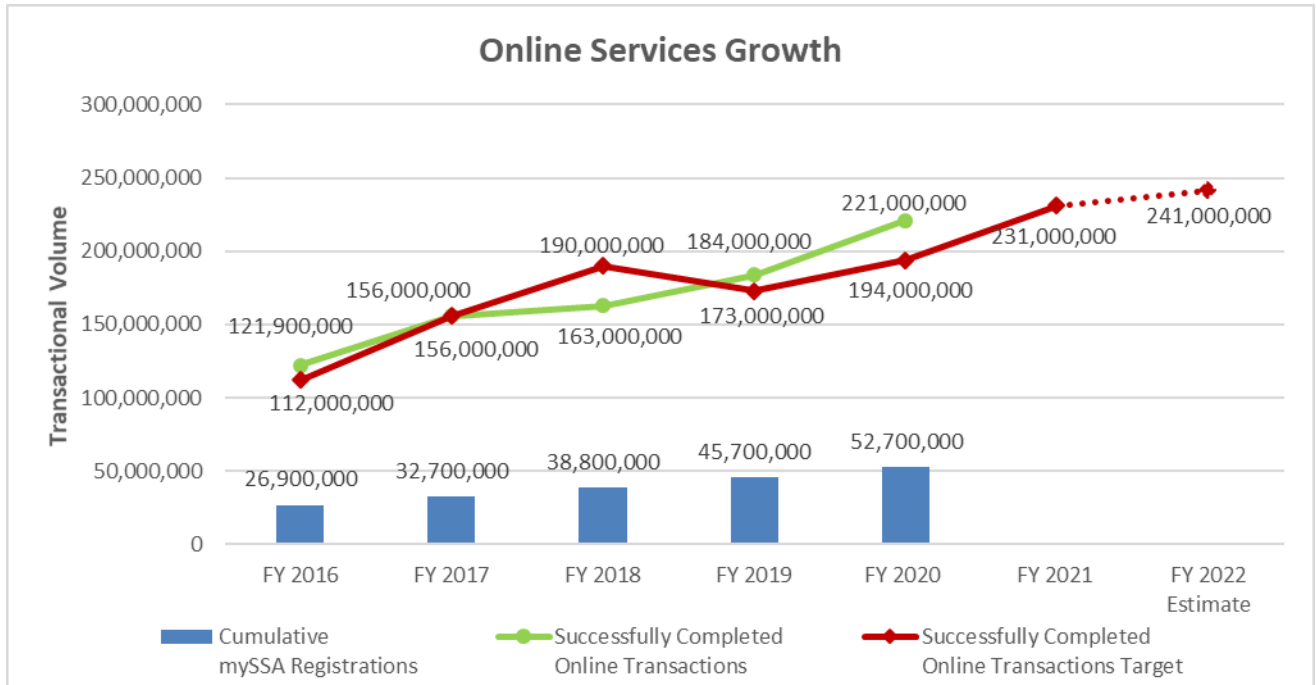


Figure 4. The cumulative number of *my Social Security* (mySSA) registrations, successfully completed online transactions targets, and successfully completed online transactions from FYs 2016 to 2022.

Enhance Online Appeals

We are improving the iAppeals online application process for people who are appealing an agency decision for non-medical issues such as overpayments or Medicare premium rates. Our enhancements will integrate iAppeals Medical and iAppeals Non-Medical via an authenticated claimant and appointed representative portal.

- In FYs 2021 and 2022, we plan to initiate discussions for a new feature using a single application that will route beneficiaries and appointed representatives to the appropriate medical or non-medical appeal; and allow beneficiaries and appointed representatives to view online previously submitted information.

Performance Measures

Performance Measure 1.2a: Redesign our website to enhance the user’s online experience

Fiscal Year	2020	2021	2022
Target	Implement a redesigned ssa.gov web template and home page	Implement a <i>beta</i> site for ssa.gov with updated content and a redesigned template and home page. Achieve a two-point increase in customer satisfaction with the redesigned home page of the <i>beta</i> site.	Implement final redesigned website and achieve a two-point increase in customer satisfaction over the prior year.
Performance	We completed the content audit for the full informational site, completed the new information architecture and design, and completed the retirement path updates.	TBD	TBD

Data Definition: The target represents implementation of a redesigned *beta* ssa.gov web template and home page.

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

Fiscal Year	2018	2019	2020	2021	2022
Target	Satisfaction rating of 85.0 for online services	Satisfaction rating of 85.0 for online services	Satisfaction rating of 85.0 for online services	Satisfaction rating of 85.0 for online services	Satisfaction rating of 85.0 for online services
Performance	Satisfaction rating of 83.5 for online services	Satisfaction rating of 83.1 for online services	Satisfaction rating of 84.5 for online services	TBD	TBD

Data Definition: The target represents the combined fiscal year average customer satisfaction ratings for these eight online services: Business Services Online, iClaim Disability, Medicare Extra Help, iClaim RIB, iAppeals, *my* Social Security, Retirement Estimator, and SSA Main Page.

Performance Measure 1.2c: Increase the number of successfully completed online transactions

Fiscal Year	2018	2019	2020	2021	2022
Target	Increase the number of successfully completed online transactions by 35 million over the prior year (~190 million)	Increase the number of successfully completed online transactions by 10 million over the prior year (~173 million)	Increase the number of successfully completed online transactions by 10 million over the prior year (~194 million)	Increase the number of successfully completed online transactions by 10 million over the prior year (~231 million)	Increase the number of successfully completed online transactions by 10 million over the prior year (~241 million)
Performance	163 million	184 million	221 million	TBD	TBD

Data Definition: The target represents the total the number of online transactions successfully completed. Note, this is the fiscal year total of transactions completed on ssa.gov (e.g., address changes, claims filed, replacement SSN cards).

Strategic Goal 2: Improve the Way We Do Business

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

Strategic Objective 2.1: Streamline Policies and Processes

Lead: Deputy Commissioner for Retirement and Disability Policy

Strategies

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

Key Initiatives

Expand Access to Electronic Medical Evidence

We depend on healthcare providers to provide the medical records we need to determine whether a claimant is disabled. Expanding the use of electronic medical evidence makes it easier for medical providers to submit evidence, allows disability adjudicators to efficiently navigate the record to identify pertinent information, and improves the disability determination process through use of data analytics.

- In FY 2021, we plan to increase the percentage of medical evidence received electronically by onboarding new partners to exchange medical records.
- In FY 2022, we plan to release a pilot to allow disability applicants to use approved healthcare providers' patient portals to access and authorize the collection of their medical data in real-time.

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 Vocational Rehabilitation (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 employment networks and State VR agencies to get the services they need to return to work.

- In FYs 2021 and 2022, we plan to continue our outreach efforts 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 at choosework.ssa.gov/success-stories/index.html.

Develop an Occupational Information System

We often need information about work to make a disability determination, but job requirements and the types of jobs in the workforce change over time. Since FY 2015, Department of Labor's Bureau of Labor Statistics (BLS) has used the Occupational Requirements Survey (ORS) to collect occupational information. As part of our development of a new Occupational Information System, we partnered with BLS to use their occupational data in our disability adjudication process to make consistent, better-informed disability decisions. After an initial three years of data collection (Wave 1), BLS began collecting occupational data on a five-year cycle. Wave 2 collection began in 2018, and Wave 3 collection will begin in late FY 2023.

- In FY 2021, BLS will collect data for the third year of Wave 2 and publish ORS estimates from the second year
- In FY 2022, BLS will collect data for the fourth year of Wave 2 and publish estimates from the third year.

Update the Listing of Impairments

The Listing of Impairments describes disabling impairments for each of the major body systems. We continue to make significant progress in updating these listings to reflect advances in medical knowledge, and we plan to continue the three to five-year review cycle.

- In FY 2021, we plan to prepare a final rule for the digestive disorders and skin disorders body systems, and a proposed rule for the cardiovascular disorders body system.
- In FY 2022, we plan to prepare a final rule for the cardiovascular disorders body system. We also plan to explore revising other listings as appropriate.

Modernize the Social Security Statement

To improve customer service and the public's understanding of our programs, we are modernizing the *Social Security Statement*. The modernized *Statement* will not only provide the users with their earnings records, Social Security and Medicare taxes paid, and future benefit estimates, it will also provide access to retirement planning tools, calculators, supplemental fact

sheets, and other applicable information. We will customize the supplemental fact sheets based on the user’s age and earnings history, providing a more personalized experience. The fact sheets will assist individuals with retirement planning and learning about benefit eligibility.

- In FY 2021, we will provide the redesigned *Statement* and fact sheets to all users in the *my Social Security* portal. We will also begin mailing the redesigned *Statement* and supplemental fact sheets.
- In FY 2022, we plan to continue our *Statement* modernization efforts and solicit, receive, and assess feedback from the public, stakeholders, and advocates.

Performance Measures

Performance Measure 2.1 a: Implement a New Framework for the Acquisition of Electronic Medical Evidence

Fiscal Year	2021	2022
Target	Implement Phase I of the Electronic Evidence Acquisition (EEA) framework	Complete implementation of the Electronic Evidence Framework

Data Definition: The target represents Phase I of the EEA program includes establishing an MI framework; implementing a Structured Data store; and establishing connections with Electronic Health Records vendors and Health Information Exchanges.

Performance Measure 2.1 b: 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

Fiscal Year	2020	2021	2022
Target	7.1%	7.2%	7.0%
Performance	8.8%	TBD	TBD

Data Definition: The target represents the percentage of beneficiaries assigned a Ticket to Work to an EN or State VR agency within the last three years and who also generated a payment in the current fiscal year.

Performance Measure 2.1c: Update the Listing of Impairments

Fiscal Year	2018	2019	2020	2021	2022
Target	Publish a Notice of Proposed Rulemaking to revise three body systems in the Listing of Impairments	Publish a final rule to revise the musculoskeletal disorders system, and a proposed rule for the cardiovascular, digestive, and skin body systems	Publish a final rule for the musculoskeletal body system and a proposed rule for the cardiovascular disorders body system	Prepare a proposed rule for the cardiovascular disorders body system and prepare a final rule for the digestive disorders and skin disorders body systems	Prepare a proposed rule for updates to the special senses disorders body system with minor associated updates to the mental and neurological disorders body systems, and prepare a final rule for the cardiovascular disorders body system
Performance	The Notice of Proposed Rulemaking is in process, with a publication goal of early to mid FY 2019	The proposed rule for the digestive and skin disorders body systems was published in the <i>Federal Register</i> on 7/25/2019	We published the final rule for the musculoskeletal body system in the <i>Federal Register</i> on 12/03/2020	TBD	TBD

Data Definition: The target represents the number of proposed and final rules we will submit to OMB for review and approval to publish in the *Federal Register*.

Strategic Objective 2.2: Accelerate Information Technology Modernization

Lead: Deputy Commissioner for Systems

Strategies

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

Key Initiatives

Information Technology Modernization

Nearly four years ago, we began a multi-year [IT Modernization Plan](#) (www.ssa.gov/open/materials/IT-Modernization-Plan.pdf), supported by \$415 million in dedicated appropriations from Congress. We continually review our modernization plan to

ensure it is flexible to keep up with rapid technology changes and future customer needs. In 2020, we 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](https://www.ssa.gov/open/materials/IT-Modernization-Plan-2020-Update.pdf) (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 2021, we will:
 - Modernize our claims-taking process, improve the quality of the data we use to make decisions on eligibility and payment, and improve our communications with beneficiaries and recipients.
 - Enhance our online claim status system by providing our My Application Status (myAPS)⁵ customers more detailed information, including what to expect next and an estimated claim processing time.
 - Consolidate data, improve data integrity and access, and improve database support by using modern relational database formats and techniques.
- In FY 2022, we will build additional online and self-help services, and improve and expand our National 800 Number automated services.

Strengthen Our Information Security Program and Privacy Programs and Modernize Our Cybersecurity and Privacy-enhanced Risk Management 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 and privacy programs. We emphasize the importance of information security and privacy through ongoing operational refinement and maturation of security and privacy components in accordance with government regulations.

- In FY 2021, we will continue to align our practices with the National Institute of Standards and Technology (NIST) Cybersecurity Framework and Special Publication 800 – 53 Revision 5, Security and Privacy Controls for Information Systems and Organizations, and other Federal initiatives. We will create customized training for personnel with significant cybersecurity responsibilities to identify, evaluate, and

⁵ My Application Status (myAPS) allows registered [my Social Security](#) users filing for benefits to check the status of their claims online.

mitigate security and privacy risks before they occur. We also plan to implement the Information System Security Officer governance program to fully monitor and maintain security controls.

- In FY 2022, we will continue to implement automated access control for our Identity Credential and Access Management programs. We will also continue aligning our cybersecurity and privacy programs and practices with Federal guidelines, establishing the flexibility to adjust to various forms of cybersecurity threats and privacy risks.

Modernize Disability Case Processing

We are improving disability case processing through our enterprise-wide efforts to develop and implement modern, national claims processing systems that will seamlessly interact with each other from initial claim filing through a final appeal decision. We are replacing aging systems to provide more efficient and consistent case processing, improve our customer’s experience, and reduce administrative costs. We are working to integrate the Disability Case Processing System (DCPS2), Hearings and Appeals Case Processing System (HACPS), and the Quality Review Case Processing Systems across our offices and State DDSs

We are bringing decision support tools using Artificial Intelligence technologies, machine learning, and predictive analytics to many aspects of the disability determination process to improve decisional accuracy and policy compliance.

- In FYs 2021 and 2022, we plan to continue our DCPS2 deployment and transitional efforts to all DDSs. We also plan to continue the nationwide rollout of HACPS, which will increase the accuracy and efficiency of disability case processing for our hearings offices and Appeals Council.

Performance Measures

Performance Measure 2.2a: Expand Self-Service for Claims Status Inquiries

Fiscal Year	2020	2021	2022
Target	Implement event-based emails to SSA customers	Develop claim status enterprise service and update myAPS online service with new features	Integrate claim status enterprise service with all remaining service channels
Performance	Implemented event-based emails	TBD	TBD

Data Definition: The target represents our goal to implement new functionality that allows our customers to receive proactive, consistent, and informative claims status updates.

Performance Measure 2.2b: Provide uninterrupted access to our systems during scheduled times of operations

Fiscal Year	2018	2019	2020	2021	2022
Target	99.90% availability	99.90% availability	99.90% availability	99.90% availability	99.90% availability
Performance	99.95% availability	99.95% availability	99.84% availability	TBD	TBD

Data Definition: The target represents the average percentage of availability of our systems infrastructure.

Performance Measure 2.2c: Maintain effective cybersecurity and privacy programs

Fiscal Year	2018	2019	2020	2021	2022
Target	Achieve an overall score of “managing risk” on the Federal Cybersecurity Risk Management Assessment ⁶	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	Achieve an overall score of “managing risk” on the Federal Cybersecurity Risk Management Assessment
Performance	Managing Risk score achieved	Managing Risk score achieved	Managing Risk score achieved	TBD	TBD

Data Definition: The target represents our annual overall risk score from the Federal Cybersecurity Risk Assessment.

⁶ Presidential Executive Order 13800, *Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure*, and OMB Memorandum M-17-25 require Federal agencies and departments to implement risk management measures, and require OMB to evaluate Federal agencies on how they are managing their cybersecurity risk. Risk ratings are based on capabilities defined in the NIST Cybersecurity Framework. Potential risk ratings range from (1) High Risk, to (2) At Risk, or (3) Managing Risk.

Strategic Goal 3: Ensure Stewardship

We take the stewardship of our programs seriously, and we are committed to sound management practices. To ensure stewardship and the efficient administration of our programs, we will focus our efforts in three major areas: improving program integrity, enhancing our fraud prevention and detection activities, and improving workforce performance and increasing accountability.

Strategic Objective 3.1: Improve Program Integrity

Lead: Deputy Commissioner for Analytics, Review, and Oversight

Strategies

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

Key Initiatives

Promote Timely Wage Reporting

Changes in a person's work and wages are a leading cause of improper payments in the DI and SSI 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. However, verifying wages is a manual process, and we continue to rely on beneficiaries to self-report wages.

Over the years, we created a few automated methods to improve wage reporting for SSI recipients. We implemented a telephone wage reporting system that allows recipients to call in their wages, and a wage reporting application for smartphone users. We implemented an online tool, myWageReport (myWR), for DI beneficiaries to report earnings electronically on computers, mobile devices, and smartphones through [my Social Security](#). We also expanded myWR to allow SSI recipients, their representative payees, or their deemors (i.e., an ineligible spouse or parent living with the recipient) to report earnings electronically.

- In FY 2021, we plan to increase the number of wage reports we process using all SSI wage reporting options.
- In FY 2022, we plan to expand our management information capabilities for myWR.

Modernize our Debt Management System

Currently, we use numerous systems to record, track, and manage our OASDI and SSI overpayments. We have begun a multi-year initiative to develop a streamlined, modernized

enterprise Debt Management System (DMS) to enable us to more effectively and efficiently post, track, collect, and report our overpayment activity.

- In FY 2021, we will implement a new online remittance option for repaying OASDI and SSI overpayments.
- In FY 2022, we will continue development of a streamlined, modernized enterprise DMS that will enable us to more effectively and efficiently post, track, collect, and report our overpayment activity.

Performance Measures

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

Fiscal Year	2018	2019	2020	2021
Target	94.00% (O/P)	94.00% (O/P)	94.00% (O/P)	94.00% (O/P)
Performance	91.77% (O/P)	91.87% (O/P)	TBD	TBD

Data Definition: The target represents our annual overpayment accuracy rate findings from our stewardship review of non-medical aspects of the SSI program. (The overpayment (O/P) accuracy rate is the percentage of all dollars paid that are free of O/P errors.)⁷

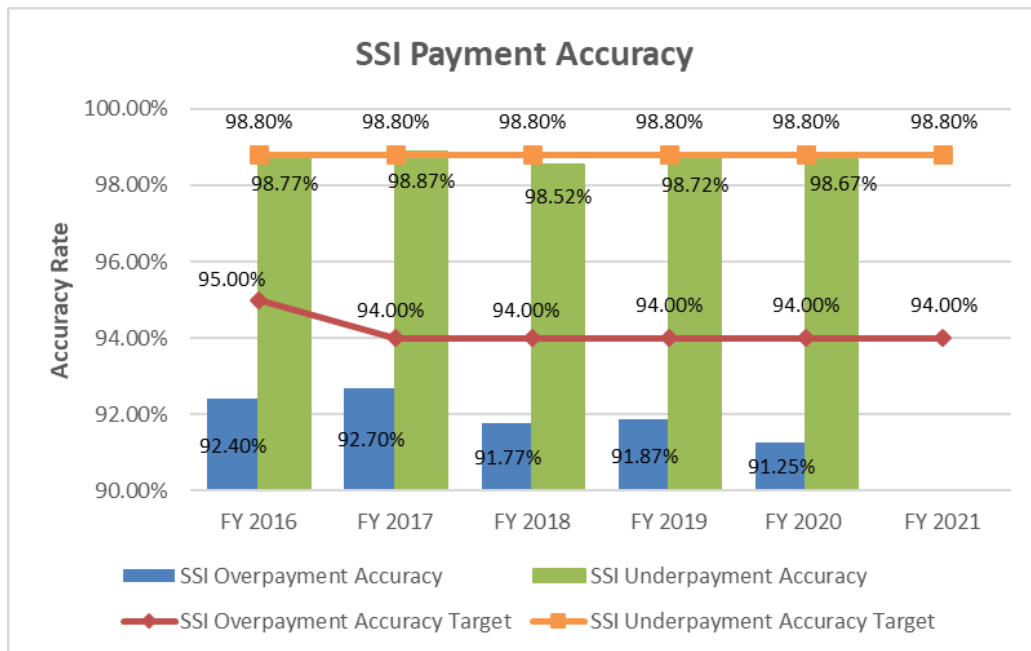


Figure 5. The SSI overpayment and underpayment accuracy rates and targets from FYs 2016 to 2022.

⁷ “Ensure Stewardship” is a Strategic Goal in our [Agency Strategic Plan for Fiscal Years \(FY\) 2018–2022 \(www.socialsecurity.gov/agency/asp\)](https://www.socialsecurity.gov/agency/asp). Each year, we report improper payment findings, both overpayments and underpayments, from our stewardship reviews of the non-medical aspects of the OASI, DI, and SSI programs.

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

Fiscal Year	2018	2019	2020	2021	2022
Target	99.80% (O/P)	99.80% (O/P)	99.80% (O/P)	99.80% (O/P)	99.80% (O/P)
Performance	99.77% (O/P)	99.80% (O/P)	TBD	TBD	TBD

Data Definition: The target represents the annual overpayment (O/P) accuracy rate findings from our stewardship reviews of the non-medical aspects of the OASDI program.⁸

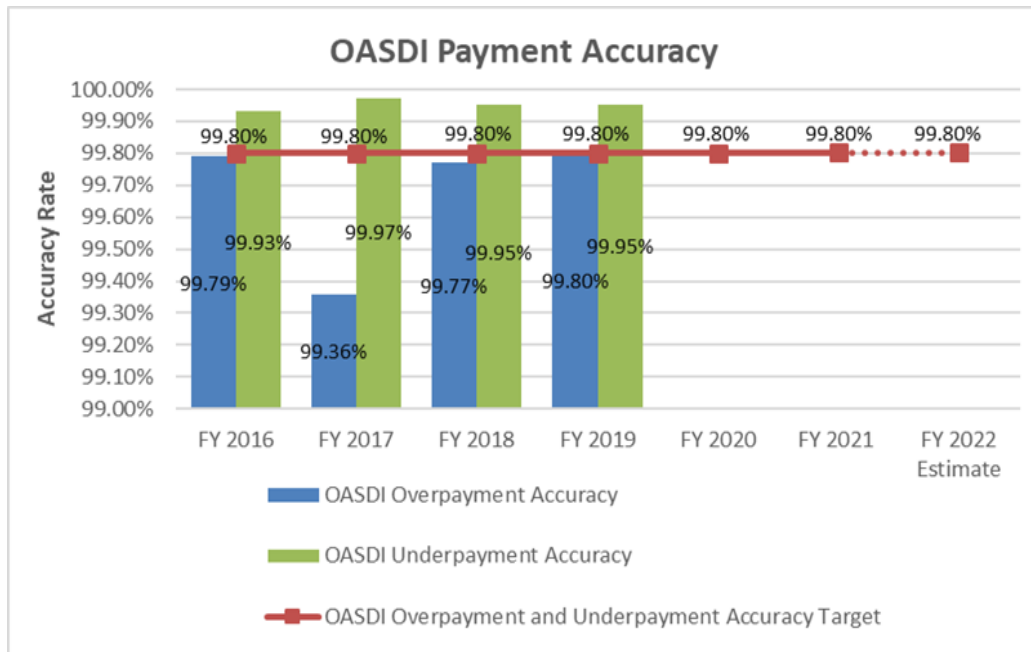


Figure 6. The OASDI overpayment and underpayment accuracy rates and targets from FYs 2016 to 2022.

⁸ “Ensure Stewardship” is a Strategic Goal in our [Agency Strategic Plan for Fiscal Years \(FY\) 2018–2022](http://www.socialsecurity.gov/agency/asp). Each year, we report improper payment findings, both overpayments and underpayments, from our stewardship reviews of the non-medical aspects of the OASI, DI, and SSI programs.

Performance Measure 3.1c: Ensure the quality of our decisions by achieving the State disability determination services decisional accuracy⁹ rate for initial disability decisions

Fiscal Year	2018	2019	2020	2021	2022
Target	97% net accuracy	97% decisional accuracy	97% decisional accuracy	97% decisional accuracy	97% decisional accuracy
Performance	98% net accuracy	97% decisional accuracy	96% decisional accuracy	TBD	TBD

Data Definition: The target represents the percentage of correctly decided cases compared to all sampled cases.

Performance Measure 3.1d: Modernize our Debt Management System

Fiscal Year	2019	2020	2021	2022
Target	Implement online debt collection for benefit overpayments	Develop functionality to send an email confirmation as part of our online remittance application	Deploy a new online payment process	Implement the new modernized DMS
Performance	Developed the initial release of an online remittance application, which provides individuals with the ability to access a payment portal and make payments via the Department of the Treasury’s Pay.gov website	We delayed the implementation of the online remittance (iPaySSA) application while we reassessed potential risks	TBD	TBD

Data Definition: The target represents our goal to develop a streamlined modernized enterprise DMS that enables us to more effectively and efficiently post, track, collect, and report our overpayment activity. As part of our progress towards implementation, we will develop functionality for an optional email confirmation.

⁹ Decisional accuracy reflects all DDS medical determinations in which the determination was policy compliant at the time of the quality review and the initial determination did not change after obtaining additional documentation because of a quality review. Net accuracy is the percentage of correct initial State disability determinations and is based on the net error rate (i.e., the number of corrected deficient cases with changed disability decisions), plus the number of deficient cases not corrected within 90 days from the end of the period covered by the report, divided by the number of cases reviewed.

Strategic Objective 3.2: Enhance Fraud Prevention and Detection Activities

Lead: Deputy Commissioner for Analytics, Review, and Oversight

Strategies

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

Key Initiatives

Expand Our Cooperative Disability Investigations Program

With the Office of the Inspector General, we jointly operate cooperative disability investigations (CDI) units with State DDSs, and State and local law enforcement. Generally, these units investigate suspected fraud before the agency awards benefits and during the CDR process. See Figure 7. We currently have 49 units covering 44 States, the District of Columbia, the Commonwealth of Puerto Rico, and the U.S. territories of Guam, American Samoa, the Northern Mariana Islands, and the Virgin Islands.

- In FY 2021 we plan to provide CDI coverage to 47 states with the addition of Maine, Vermont, and Connecticut.
- In FY 2022, we plan to provide CDI coverage to the three remaining States (Pennsylvania, Delaware, and Alaska) with the goal of covering all States and U.S. territories by October 1, 2022.



Figure 7. The CDI unit coverage through FY 2020.

Enhanced Fraud Prevention and Detection Activities

We are focusing on a holistic analytical approach to our fraud risk management and prioritizing our anti-fraud efforts consistent with the Payment Integrity Information Act of 2019 and the Government Accountability Office Framework for Managing Fraud Risks in the Federal Programs.

We continue to expand the use of data analytics and predictive modeling to enhance fraud prevention and detection in our programs. With these models, we can better identify suspicious and evolving patterns of activities in our workloads, allowing us to proactively detect and prevent fraud before issuing payments.

Between FYs 2018 and 2020, we completed fraud risk assessments in key areas including disability, electronic services, and the representative payee program. The completed assessments were consistent with the Enterprise Fraud Risk Management (EFRM) strategy, established in FY 2019. We also developed strategies to mitigate specific risks identified in those assessments, improving our ability to proactively detect and prevent fraud.

- In FY 2021, we will initiate additional risk assessment activities, in areas such as employee fraud and the Title II program,¹⁰ consistent with our EFRM strategy. We will continue our 5-year project to enhance our fraud allegation referral process, providing additional functionality for users and enhancing our management information capabilities.
- In FY 2022, we plan to initiate fraud risk assessments for our enumeration workload and the debt management process.

Performance Measures

Performance Measure 3.2a: Expand our CDI coverage

Fiscal Year	2018	2019	2020	2021	2022
Target	Add three CDI units	Add three CDI units	Add two to four CDI units	Add two to four CDI units	Add two to four CDI units
Performance	Added three CDI units	Added three CDI units	Added four CDI units	TBD	TBD

Data Definition: The target represents the number of additional CDI units needed to cover the 50 States, the District of Columbia, Puerto Rico, Guam, American Samoa, the Northern Mariana Islands, and the U.S. Virgin Islands.

¹⁰ The Title II program is also referred to as the Federal old age, survivors, and disability insurance (OASDI) benefits program. While the Title II program includes benefits administered for disability insurance, the Title II fraud risk assessment does not cover disability. We completed the DI risk assessment separately in December 2017.

Performance Measure 3.2b: Mature the Enterprise Fraud Risk Management Program

Fiscal Year	2018	2019	2020	2021	2022
Target	Operationalize the Anti-Fraud Enterprise Solution (AFES) and implement eServices analytics	Complete eServices risk assessment, develop disability fraud risk profile, implement anti-fraud disability analytics	Complete the eServices fraud risk profile, the administrative issues fraud risk profile, and the representative payee fraud risk assessments	Complete the representative payee fraud risk profile, the SSI fraud risk assessment, and the employee fraud risk assessment	Complete the SSI fraud risk profile, the employee fraud risk profile, and the Title II fraud risk assessment
Performance	We have not fully implemented the AFES, but we deployed our first disability fraud analytic model and improved our eServices analytics and fraud detection	We completed the eServices risk assessment, developed the disability fraud risk profile, and implemented disability analytics	We completed the eServices fraud risk profile, the administrative issues fraud risk profile, and the representative payee fraud risk assessment	TBD	TBD

Data Definition: The target represents our EFRM strategy to systematically assess fraud risks and determine whether any specific risks require additional actions to further reduce the likelihood or impact of that risk.

Strategic Objective 3.3: Improve Workforce Performance and Increase Accountability

Lead: Deputy Commissioner for Human Resources

Strategies

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

Key Initiatives

Strengthen the Performance Management Process

The electronic 7B (e7B) application provides the ability to complete and track employee performance management documents and required acknowledgement statements (e.g., systems access, and handling of personally identifiable information), which were previously maintained in paper form. The application allows employees and management to electronically deliver and sign these documents, and enhances management and employee accountability.

We have also established a program to provide supervisors with the tools to address employee performance. The program consists of manager and employee relations specialist cohorts, which meet regularly to discuss actual cases with associated challenges and issues to better equip managers to address potential and current performance and conduct matters. This program is highly interactive, includes case scenarios to identify solutions, and covers the full scope of performance and conduct issues.

- FY 2021, we plan to have 97 percent of all required signed employee acknowledgements maintained in our e7B system. In addition, we will continue to evaluate the effectiveness of our supervisor support program using a pre-and post-test protocol with the participants.
- In FY 2022, we plan to continue tracking performance documents through the e7B and continue evaluating the program.

Execute Talent Management and Succession Planning

Our goal is to continue to increase the proficiency of our leadership cadre and pipeline to enhance their readiness to fill potential gaps in leadership and critical positions. In FY 2020, we announced selectees for the National Leadership Development Program (NLDP).

- In FY 2021, we will begin assignments for our inaugural NLDP Track 1 (GS 15) and Track 2 (GS 12–14) selectees. We will also announce selections, complete competency baselines, and begin assignments for Track 3 (GS 8–11) selectees.
- In FY 2022, we will reduce leadership competency gaps among at least 90 percent of NLDP participants.

Invest in Training and Support for Managers

We are responsible for providing the training necessary for managers and supervisors to enable our employees to carry out their duties and provide the level of service the public expects and deserves. In FY 2019, we launched and updated our National Leadership Essentials for New Supervisors (LENS) curriculum to train new managers and supervisors on management laws and responsibilities, in conjunction with SSA and OPM's policies and procedures. New supervisors are enrolled in training within 90 days of their appointment. They are expected to complete LENS training within one year of their supervisory appointment. In FY 2020, we began developing Leadership Fundamentals, a new multi-year online and self-paced curriculum that provides sequential training for managers within the first three years of their supervisory role.

- In FY 2021, we will develop online lessons that will encompass the first full year of the Leadership Fundamentals curriculum.
- In FY 2022, we will begin implementation of the first year curriculum and develop the training that will encompass years two and three of Leadership Fundamentals.

Performance Measures

Performance Measure 3.3a: Strengthen manager accountability for effective performance management

Fiscal Year	2018	2019	2020	2021	2022
Target	90% of performance-related documents completed and tracked electronically through our e7B system	93% of performance-related documents completed and tracked electronically through our e7B system	95% of required signed employee acknowledgements maintained in our e7B system	97% of required signed employee acknowledgements maintained in our e7B system	Discontinued
Performance	We completed and tracked 92% of performance-related documents in e7B.	94%	97%	TBD	Not Applicable

Data Definition: The target represents the percentage of required employee acknowledgements that are completed and tracked electronically through our e7B system.

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

Fiscal Year	2018	2019	2020	2021	2022
Target	Review readiness of at least 95% of career executives	Launch a redesigned national leadership development program	Identify competency baselines in national leadership development program (NLDP) participants	Begin assignments for NLDP Tracks 1, 2 and 3	Reduce leadership competency gaps of at least 90% of NLDP participants
Performance	We reviewed 99% of career executives.	Launch Complete	Competencies Identified	TBD	TBD

Data Definition: The target represents the release of an NLDP, which includes developing program graduates by increasing their baseline competency and reducing competency gaps.

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

Fiscal Year	2019	2020	2021	2022
Target	At least 90% of new supervisors enroll in supervisor training within 90 days and complete training within one year of the effective date of their supervisory appointment	At least 95% of new supervisors enroll in supervisor training within 90 days and complete training within one year of the effective date of their supervisory appointment	At least 95% of new supervisors enroll in supervisor training within 90 days and complete training within one year of the effective date of their supervisory appointment	At least 95% of new supervisors enroll in supervisor training within 90 days and complete training within one year of the effective date of their supervisory appointment
Performance	84% of supervisors enrolled within 90 days	100% of supervisors enrolled within 90 days and 98% completed training within one year	TBD	TBD

Data Definition: The target represents the percentage of new supervisors enrolled in supervisor training within the first 90 days and complete training within one year of the effective date of their supervisory appointment.

Strategic Objective 3.4: Improve Organizational Effectiveness and Reduce Costs

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

Strategies

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

Key Initiatives

Reduce Our Real Property Footprint

We are reducing our real property footprint as we renovate existing buildings and renew lease agreements. Our goal is to reduce our footprint by 1,850,000 useable square feet (USF) over the next several years. We continue to evaluate the impact of the COVID-19 pandemic on space.

- In FY 2021, we will achieve an 87,000 USF reduction.¹¹

Expand Strategic Partnerships with External Partners

We provide SSN verifications and exchange birth, death, prisoner, and benefit payment information, as permitted under law, with Federal, State, and private partners. Our data exchanges improve organizational effectiveness and reduce costs by providing reliable data to determine benefits and improve administrative processes, which in turn saves costs and reduces improper payments.

- In FY 2021, we will implement systems functionality and pursue a computer-matching agreement to process U.S. citizen and non-citizen data.
- In FY 2022, we will continue to pursue new data exchange partners from government and private sectors.

Develop a New Electronic Consent-Based Social Security Number Verification Service

We continue our stewardship efforts to reduce fraud through modernizing digital services and expanding public-private partnerships. The electronic Consent-Based Social Security Number Verification (eCBSV) service is a fee-based SSN service that allows permitted entities to verify if an individual's SSN, name, and date of birth combination matches our records consistent with the Economic Growth, Regulatory Relief, and Consumer Protection Act.

- In FY 2021, we plan to expand the number of permitted entities and complete all remaining service development activities.

¹¹ The Altmeyer building is expected to return to the portfolio in FY 2021.

Performance Measures

Performance Measure 3.4a: Reduce our real property footprint

Fiscal Year	2018	2019	2020	2021	2022
Target	Achieve a 55,000 USF reduction	Achieve a 25,000 USF reduction	Achieve a 19,500 USF reduction	Achieve a 87,000 USF reduction	Discontinued
Performance	Achieved a 182,040 USF reduction	Achieved a 39,205 USF reduction	Achieved a 89,406 USF reduction	TBD	Not Applicable

Data Definition: The target represents the actual space occupied. Usable square footage does not include common areas of a building such as lobbies, restrooms, stairwells, storage rooms, and shared hallways.

Performance Measure 3.4b: Implement the Electronic Consent-Based Social Security Number Verification Service

Fiscal Year	2020	2021	2022
Target	Implement eCBSV services for 10 permitted entities selected and enrolled during the initial enrollment period	Implement a second release of eCBSV services for additional permitted entities that applied during the July 2019 initial enrollment period	Discontinued
Performance	Implemented eCBSV services for 8 permitted entities	TBD	Not Applicable

Data Definition: The target represents the enrollment of a permitted entity (i.e., financial institution or service provider, subsidiary, affiliate, agent, subcontractor, or assignee) as defined by section 509 of the Gramm Leach Bliley Act, governing the treatment of nonpublic personal information about consumers by financial institutions, which applied in the July 2019 initial enrollment period.

Budgeted Workload Measure Results

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

Retirement and survivor claims completed

Fiscal Year	2018	2019	2020	2021	2022
Target	5,801,000	6,009,000	6,222,000	6,243,000	6,486,000
Performance	5,862,065	6,020,702	6,120,255	TBD	TBD

Initial disability claims receipts¹²

Fiscal Year	2018	2019	2020	2021	2022
Target	2,476,000	2,295,000	2,399,000	2,491,000	3,111,000
Performance	2,353,970	2,345,615	2,212,858	TBD	TBD

Initial disability claims completed

Fiscal Year	2018	2019	2020	2021	2022
Target	2,300,000	2,295,000	2,289,000	2,333,000	2,757,000
Performance	2,306,570	2,310,057	2,037,356	TBD	TBD

Initial disability claims pending

Fiscal Year	2018	2019	2020	2021	2022
Target	699,000	565,000	704,000	921,000	1,275,000
Performance	565,013	593,944	763,747	TBD	TBD

¹² The estimates for disability claims receipts and claims pending in FY 2021 are highly variable due to the uncertainties surrounding the impact of COVID-19 on potential claimants.

Average processing time for initial disability claims

Fiscal Year	2018	2019	2020	2021	2022
Target	111 days	113 days	125 days	171 days	149 days
Performance	111 days	120 days	131 days	TBD	TBD

Disability reconsiderations receipts

Fiscal Year	2018	2019	2020	2021	2022
Target	540,000	635,000	664,000	685,000	814,000
Performance	552,755	566,462	567,800	TBD	TBD

Disability reconsiderations completed

Fiscal Year	2018	2019	2020	2021	2022
Target	518,000	597,000	554,000	601,000	761,000
Performance	541,806	544,148	552,601	TBD	TBD

Disability reconsiderations pending

Fiscal Year	2018	2019	2020	2021	2022
Target	129,000	153,000	244,000	228,000	280,000
Performance	115,028	133,503	143,781	TBD	TBD

Average processing time for disability reconsiderations

Fiscal Year	2018	2019	2020	2021	2022
Target	105 days	102 days	105 days	152 days	133 days
Performance	103 days	109 days	122 days	TBD	TBD

Hearings receipts

Fiscal Year	2018	2019	2020	2021	2022
Target	582,000	511,000	464,000	417,000	545,000
Performance	567,911	510,901	428,810	TBD	TBD

Hearings completed

Fiscal Year	2018	2019	2020	2021	2022
Target	738,000	779,000	688,000	465,000	594,000
Performance	765,554	793,863	585,918	TBD	TBD

Hearings pending

Fiscal Year	2018	2019	2020	2021	2022
Target	900,000	591,000	352,000	370,000	321,000
Performance	858,383	575,421	418,313	TBD	TBD

Annual average processing time for hearings decisions¹³

Fiscal Year	2018	2019	2020	2021	2022
Target	605 days	515 days	380 days	310 days	270 days
Performance	595 days	506 days	386 days	TBD	TBD

National 800 Number calls handled

Fiscal Year	2018	2019	2020	2021	2022
Target	33,000,000	36,000,000	36,000,000	36,000,000	36,000,000
Performance	31,910,965	33,496,515	34,480,132	TBD	TBD

National 800 Number average speed of answer

Fiscal Year	2018	2019	2020	2021	2022
Target	25 minutes	13 minutes	17 minutes	15 minutes	12 minutes
Performance	24 minutes	20 minutes	16 minutes	TBD	TBD

¹³ Average processing time for hearings is an annual figure. We estimate end of year (September) processing time for hearings to be 305 days and 250 days for FYs 2021 and 2022, respectively.

National 800 Number agent busy rate

Fiscal Year	2018	2019	2020	2021	2022
Target	16%	9%	12%	2%	1%
Performance	14.7%	14.1%	7.4%	TBD	TBD

Periodic continuing disability reviews completed

Fiscal Year	2018	2019	2020	2021	2022
Target	1,990,000	1,803,000	1,803,000	1,595,000	1,771,000
Performance	2,286,326	1,939,167	1,492,926	TBD	TBD

Full medical continuing disability reviews

Fiscal Year	2018	2019	2020	2021	2022
Target	890,000	703,000	703,000	495,000	671,000
Performance	896,508	713,156	463,264	TBD	TBD

Supplemental Security Income non-medical redeterminations completed

Fiscal Year	2018	2019	2020	2021	2022
Target	2,900,000	2,822,000	2,150,000	2,360,000	2,900,000
Performance	2,913,443	2,666,287	2,153,109	TBD	TBD

Social Security numbers completed

Fiscal Year	2018	2019	2020	2021	2022
Target	17,000,000	17,000,000	18,000,000	13,000,000	19,000,000
Performance	17,082,844	17,646,561	12,906,716	TBD	TBD

Annual earnings items completed

Fiscal Year	2018	2019	2020	2021	2022
Target	281,000,000	285,000,000	288,000,000	284,000,000	267,000,000
Performance	284,306,239	288,089,658	288,748,604	TBD	TBD

Social Security Statements issued¹⁴

Fiscal Year	2018	2019	2020	2021	2022
Target	14,000,000	15,000,000	14,000,000	15,000,000	15,000,000
Performance	14,971,689	11,347,689	19,285,438	TBD	TBD

Disability determination services production per workyear

Fiscal Year	2018	2019	2020	2021	2022
Target	302	302	304	264	293
Performance	310	303	255	TBD	TBD

Office of Hearings Operations production per workyear

Fiscal Year	2018	2019	2020	2021	2022
Target	103	105	106	80	103
Performance	98	111	93	TBD	TBD

¹⁴ The Social Security Statements Issued measure includes paper statements only; it does not include electronic statements issued. We send paper statements to individuals aged 60 and over. In FY 2020, [my Social Security](#) users accessed their Social Security Statements 64 million times.

Major Management and Performance Challenges

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

Challenges Identified by the Office of the Inspector General

In FY 2020, OIG identified six top management issues for our agency.

1) SSA's Response to the 2019 Novel Coronavirus Pandemic

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

Challenge: On March 13, 2020, the President declared the COVID-19 outbreak a national emergency. The Office of Management and Budget encouraged all Federal agencies to maximize telework to ensure employees' safety while serving the public and conducting mission-critical functions. This was a daunting challenge for an agency that, before the pandemic, served over 40 million customers a year in its field offices.

Actions we are undertaking to address this challenge include:

- Improve 800 Number Services;
- Expand Video Service Delivery;
- Online Options for New Social Security Numbers (SSN) and Replacement Cards;
- Enhance *my Social Security*;
- Strengthen Our Information Security and Privacy Programs and Modernize Our Cybersecurity and Privacy-Enhanced Risk Management Infrastructure; and
- Enhance Fraud Prevention and Detection Activities.

2) Improve Administration of the Disability Programs

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

Challenge: SSA continues to face challenges with pending disability hearings and related processing times, and the COVID-19 pandemic renewed challenges with pending disability claims and CDRs. Continued focus is necessary to simplify work incentive regulations and create new opportunities for returning beneficiaries to work.

Actions we are undertaking to address this challenge include:

- Reduce the Hearings Backlog;

- Expand Video Service Delivery;
- Expand Access to Electronic Medical Evidence;
- Increase the Number of People with Disabilities Who Return to Work;
- Develop an Occupational Information System;
- Update the Listing of Impairments; and
- Modernize Disability Case Processing.

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

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

Challenge: SSA is responsible for issuing approximately \$1 trillion in benefit payments annually. Given the amounts involved, even the slightest error in the overall payment process can result in millions of dollars in over or underpayments.

Actions we are undertaking to address this challenge include:

- Promote Timely Wage Reporting;
- Modernize our Debt Management System;
- Expand our Cooperative Disability Investigations Program;
- Enhanced Fraud Prevention and Detection Activities; and
- Expand Strategic Partnerships with External Partners.

4) Improve Service Delivery

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

Challenge: SSA faces growing workloads as experienced employees are expected to retire while it pursues its mission to deliver quality service to the public.

Actions we are undertaking to address this challenge include:

- Reduce the Hearings Backlog;
- Improve 800 Number Services;
- Reduce the Processing Center Backlog;
- Expand Video Service Delivery;
- Online Options for New Social Security Numbers (SSN) and Replacement Cards;
- Enhance the Online Experience;
- Enhance *my Social Security*;
- Enhance Online Appeals;
- Update the Listing of Impairments;
- Modernize the Social Security Statement;

- Strengthen the Performance Management Process; and
- Execute Talent Management and Succession Planning.

5) Protect the Confidentiality, Integrity, and Availability of The Social Security Administration’s Information Systems and Data

Component: DCS, DCARO, and DCO

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

Actions we are undertaking to address this challenge include:

- Strengthen Our Information Security and Privacy Programs and Modernize Our Cybersecurity and Privacy-Enhanced Risk Management Infrastructure;
- Expand our Cooperative Disability Investigations Program;
- Enhance Fraud Prevention and Detection Activities; and
- Expand Strategic Partnerships with External Partners.

6) Modernize Information Technology

Component: DCS

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

Actions we are undertaking to address this challenge include:

- Online Options for New Social Security Numbers (SSN) and Replacement Cards;
- Enhance *my Social Security*;
- Enhance Online Appeals;
- Accelerate Information Technology Modernization;
- Strengthen Our Information Security and Privacy Programs and Modernize Our Cybersecurity and Privacy-Enhanced Risk Management Infrastructure; and
- Modernize Disability Case Processing.

Additional Challenges Identified by Our Leadership

Prevent Fraud, Waste, and Abuse

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

Fraud, waste, and abuse erode the public’s trust in our ability to efficiently and effectively provide vital services. Fraud 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:

- Expand Our Cooperative Disability Investigations Programs;
- Enhance Fraud Prevention and Detection Activities; and
- Expand Strategic Partnerships with External Partners.

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

Component: DCHR

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

Actions we are undertaking to address this challenge include:

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

Meet Future Service Delivery Needs

Components: DCO, DCHO, DCS, and DCRDP

The service delivery expectations of our customers are constantly evolving. We must improve our current services and develop new service delivery options to continue to meet customer needs.

Actions we are undertaking to address this challenge include:

- Expand Video Service Delivery;
- Online Options for New Social Security Numbers (SSN) and Replacement Cards;
- Enhance the Online Experience;
- Enhance *my Social Security*;
- Enhance Online Appeals; and
- Modernize the Social Security Statement.

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

Components: DCRDP, DCHO, DCO, and DCS

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

Actions we are undertaking to address this challenge include:

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

Appendix A: Program Evaluations

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

Annual Evaluation Plan (Annually)

As required by the Foundations for Evidence-Based Policymaking Act of 2018, we developed a *FY 2022 Evaluation Plan* that describes our program evaluations to support our *FYs 2018–2022 Agency Strategic Plan* or to lay the foundation for our *FYs 2022–2026 Learning Agenda*. Our plan does not describe the entire set of evaluations that we will conduct in FY 2022; rather it describes the most significant program evaluations that we will complete during the year. The plan is available on our website at www.ssa.gov/data.

Evaluation	Description
Strategic Goal 1 – Deliver Effective Services	
Verint ForeSee Experience Index E-Government Report (Quarterly)	Measures customer satisfaction with government websites.
National 800 Number Caller Survey (Ad Hoc)	Measures customer satisfaction with our 800 number telephone service.
Prospective Client Survey (Biennially)	Queries people between ages 50 and 64 to identify service expectations and preferences of the upcoming wave of retirees.
Retirement Application Survey (Biennially)	Measures customer satisfaction with the retirement application process and identifies service expectations and preferences for future service among recent retirees.

Strategic Goal 2 – Improve the Way We Do Business

<p>Evaluation of the Ticket to Work and Other Employment Support Programs (Continuously)</p>	<p>Examines employment patterns and outcomes of disabled beneficiaries, including those beneficiaries who use employment services such as the Ticket to Work, Partnership Plus, and Work Incentives Planning and Assistance programs. We completed an independent 10-year evaluation of the Ticket to Work (TTW) program in 2013, which produced seven reports. Since 2013, we have transitioned to evaluating TTW and other employment support programs through internal research, funding collaborative and external research through our Retirement and Disability Research Consortium, and other grant programs.</p>
<p>Federal Information Security Modernization Act Report (Annually)</p>	<p>Reports to Congress whether our overall information technology security and privacy programs and practices comply with the Federal Information Security Modernization Act of 2014.</p>
<p>Department of Homeland Security (DHS) Risk Management Assessment (Quarterly)</p>	<p>Responds to the OMB and DHS-generated DHS Risk Management Assessment as required by Executive Order 13800 and outlined in OMB Memoranda M-17-25 to provide an assessment of risk for each agency based on information submitted by agencies for the Federal Information Security Management Act CIO metrics, which leverage the NIST Cybersecurity Framework.</p>
<p>Pre-Effectuation Review of Disability Determinations (Annually)</p>	<p>Assesses the accuracy of DDS initial and reconsideration adult disability allowances as required in the Social Security Act.</p>
<p>Safeguard Security Report (Annually)</p>	<p>Provides examples of our policies and procedures to demonstrate how we safeguard personally identifiable information and Federal tax information. We submit this report to the Internal Revenue Service (IRS) on an annual basis.</p>

Safeguard Review (Triennially)	Evaluates the use of Federal tax information and the measures we employ to protect this information. This review is an onsite evaluation completed in collaboration with the IRS.
Strategic Goal 3 – Ensure Stewardship	
Annual Report of the Board of Trustees of the Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds (Annually)	Reports annually to Congress on the financial and actuarial status of the two Social Security trust funds.
Annual Report to Congress on Medical Continuing Disability Reviews (Annually)	Provides summary information on medical continuing disability reviews (CDR) conducted for a completed fiscal year. The report includes actuarial estimates of the net Federal lifetime benefit reductions in OASDI, SSI, Medicare, and Medicaid benefits resulting from the reviews conducted during that fiscal year.
Annual Report of the Supplemental Security Income Program (Annually)	Reports annually to the President and Congress on the status of the SSI program and provides 25-year projections of program participation and costs.
Enumeration Accuracy Report (Triennially)	Reports the accuracy of Social Security numbers (SSN) assigned during the fiscal year.
Evaluation of the Continuing Disability Review Enforcement Operation Predictive Model (Annually)	Evaluate the results of a predictive model used to score work issue CDR cases to ensure that we prioritize and work first cases most likely to result in overpayments. Our tracking and evaluation each year indicate the need for improved coordination with the processing centers in reviewing cases based on the scores' priority order.
Federal Employee Viewpoint Survey (Annually)	Assesses employee perspectives of organizational performance across several major human capital areas: recruitment,

	development, performance culture, leadership, job satisfaction, and personal work experiences.
Human Capital Evaluations (Annually)	Monitors and evaluates how well human capital policies and programs support our mission accomplishments. This evaluation is a critical step in assessing organizational performance and determining how to improve processes. Our Human Capital Evaluation System (HCES) also helps leadership assess the impact of human capital strategies designed to achieve agency goals.
Management Directive 715 Report (Annually)	Provides the status of our efforts to establish and maintain effective equal employment affirmation actions programs under Section 715 of Title VII of the Civil Rights Act of 1964 and effective affirmation action programs under Section 501 of the Rehabilitation Act of 1973.
Targeted Denial Review (Annually)	Assesses the accuracy of reconsideration disability denials made by the DDS.
Retirement, Survivors, and Disability Insurance Stewardship Review (Annually)	Measures the accuracy of payments to persons receiving Social Security retirement, survivors, or disability benefits by reviewing all non-medical factors of eligibility and entitlement.
Supplemental Security Income Stewardship Review (Annually)	Measures the accuracy of payments to persons receiving SSI benefits by reviewing all non-medical factors of eligibility and payment.
Supplemental Security Income Transaction Accuracy Review (Annually)	Reviews non-medical aspects of eligibility to evaluate the adjudicative accuracy of SSI initial claims, redeterminations, and limited issues to ensure compliance with operational policy.

Retirement, Survivors, and Disability Insurance Transaction Accuracy Review (Triennially)	Reviews non-medical factors of eligibility to evaluate recently processed retirement, survivors, and disability insurance claims to ensure compliance with operational policy.
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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. 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 quality evaluations based on established internal methodologies. As we introduce new performance measures, we perform a comprehensive data assessment using the four quality dimensions. From the assessment results, we establish a baseline. After establishing the baseline, we automate continuous monitoring to sustain high-quality data. Continuous monitoring allows us to follow data trends and proactively remediate potential issues.

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

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

Audit of Our FY 2020 Financial Statements

The Chief Financial Officers Act of 1990 requires the OIG or an independent external auditor that it selects to audit our financial statements. OIG selected Grant Thornton LLP to conduct the FY 2020 audit.

The auditor found we fairly presented the basic financial statements, in all material respects, in conformity with accounting principles generally accepted in the United States of America for Federal entities. This finding marks the 27th consecutive year that we received an unmodified audit opinion. The auditor also found that our agency maintained, in all material respects, effective internal control over our financial reporting.

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

Appendix C:

Summary of Key Management Officials' Responsibilities

Commissioner of Social Security (COSS) is a Senate-confirmed position. The COSS manages all agency programs and staff.

Deputy Commissioner of Social Security (DCOSS) is a Senate-confirmed position, authorized to act on behalf of the COSS. Also serves as the Chief Operating Officer, responsible for improving agency management and performance.

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

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

Inspector General (IG) is a Senate-confirmed position that promotes economy, efficiency, and effectiveness in administering our programs and operations, and prevents and detects fraud, waste, abuse, and mismanagement.

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

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

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

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

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

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

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

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

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

