Strategic Goal: **To be an employer that values and invests in each employee**

This goal focuses on the Agency's most important asset--the employees of SSA. The purpose of this goal is to ensure that SSA continues to have the diverse, highly skilled, high performing and highly motivated workforce that is necessary for us to achieve our mission. This goal strengthens our investment in human capital and implements real improvements in the way we manage and support our employees. It acknowledges the need for all employees to understand and value the culture of our organization. The goal addresses the "retirement wave" which will result in more than 3,000 employees per year leaving in the 2006-2012 period, and the explosive growth of workloads from the "baby boom" generation.

The following Objectives, some of which require OPM concurrence, support this Strategic Goal:

❖ To recruit, develop, and retain a diverse, well-qualified, and satisfied workforce with the capacity to perform effectively in a changing future environment. Specifically:
  ▪ By 2005, offer flexible benefits and workplace options to all employees,
  ▪ By 2005, restructure direct service positions to provide

operational flexibility and portability of work, and
  ▪ By 2002, partner with OPM to establish a process for accelerated advancement based on skills attainment and competency rather than time requirements.

❖ To provide the necessary tools, training and continuous learning opportunities to maintain a highly skilled and high-performing workforce. Specifically:
  ▪ By 2005, provide online training electronically at the desktop to all employees,
  ▪ By 2005, have 1/3 of all employees participating in job enrichment opportunities during each year, and
  ▪ By 2005 provide all employees the necessary competency-based training needed to maintain technical skills each year.

❖ To provide a physical environment that promotes the health and well-being of every employee.

❖ To promote an Agency culture that successfully incorporates our values. Specifically:
  ▪ By 2005, attain a 50 percent improvement in the gap between the "current" and "desired" workplace practices and values.

Valued Employee

Strategic Objective:

To recruit, develop, and retain a diverse, well qualified, and satisfied workforce with the capacity to perform effectively in a changing future environment. Specifically:

❖ **By 2005, offer flexible benefits and workplace options to all employees.**

❖ **By 2005, restructure direct service positions to provide operational flexibility and portability of work.**

❖ **By 2002, partner with OPM to establish a process for accelerated advancement based on skills attainment and competency rather than time requirements.**

Workforce for the Future

Context

A critical challenge that SSA will face over the coming years is the "retirement wave." As large numbers of experienced employees start to retire, SSA must prepare to replace these losses. Our estimates show that retirements will peak in 2007-2009, at the same time SSA will face explosive growth in workloads as the "baby boom" generation ages. Tightening job markets will make it more difficult to attract and retain new, talented employees; particularly in the information systems and other highly technical fields. Flexible benefits and workplace options, in addition to a competitive salary schedule, will be critical for attracting and keeping excellent employees. SSA must become an employer of choice in this environment.

Our classification concepts must change to keep pace with this dramatically changing work setting. Traditional positions may become obsolete in an environment where teams and automation are the norms for doing business. SSA is taking a number of actions in FY 2002 to address these challenges.

FY 2002 Performance Indicators and Goals

Effective FY 2002, the following new indicators will measure our progress in implementing major initiatives that support this objective. For the first two indicators, specific FY 2002 targets are being developed.

Indicator: Percent of employees who are satisfied or very satisfied with SSA as a place to work

FY 2002 Goal: TBD—Goal will be established after initial SSA-wide employee survey provides a baseline.

Baseline Data:

FY 2001 APP Goal	FY 2000 Actual	FY 1999 Actual
N/A	N/A	N/A

Definition: Results of an employee survey will determine the perception employees have of SSA as an employer of choice. The computation of the rate, or percentage of satisfaction, is the number of employees who rate SSA on various dimensions as a satisfactory or very satisfactory place to work, divided by the number of employees responding.

Data Source: Market Measurement Program (MMP) Employee Survey. The MMP Pilot Employee Survey is being done in FY 2001. Assuming the pilot is successful, the full-scale MMP Employee Survey will be done in FY 2002. Its results will be used as a baseline and should be available in FY 2002.

Indicator: Percent of new hires who leave SSA within 5 years

FY 2002 Goal: TBD—Goal to decrease SSA's attrition rate will be established after initial SSA study provides a baseline.

Baseline Data:

FY 2001 APP Goal	FY 2000 Actual	FY 1999 Actual
N/A	N/A	N/A

Definition: The rate is the number of employees who were hired in a specific year and then left SSA within 5 years, divided by the number of employees who were hired during that same year. The rate is computed for each year's cohort of hires.

Data Source: Human Resources Management Information System. The study will begin in FY 2001. It will entail tracking new hires and surveying those who leave during the first 5 years. The study will be completed in FY 2006, and numerical targets can be established at that time.

Indicator: Continue to implement the SSA Future Workforce Plan

FY 2002 Goal: Implement actions by target dates specified in the Agency's Future Workforce Plan.

Baseline Data:

FY 2001 APP Goal	FY 2000 Actual	FY 1999 Actual
N/A	N/A	N/A

Definition: The SSA Future Workforce Plan contains milestones with target dates for accomplishing the actions necessary to meet the Agency's future workforce.

Data Source: Office of Human Resources Quarterly Tracking Report on Future Workforce Plan.

Workforce for the Future

MEANS AND STRATEGIES

Workforce for the Future

To achieve this objective, the following major activities are planned or underway.

Future Workforce Transition Plan: Our Future Workforce Transition Plan will help us acquire the workforce we need for the future, through recruitment of new employees and training of current employees. SSA has collected baseline information on employee and Agency needs both now and into the future. Gaps have been analyzed and actions planned. Strategies have been developed and are being implemented. In addition to issuing the initial Future Workforce Transition Plan, we have already: 1) developed a strategy for hiring underrepresented groups, 2) begun implementation of joint union/ management recommendations on family friendly workplace issues, 3) issued a report on the needs of our employees with disabilities and convened an ongoing team to enhance services to them, 4) issued a Retirement Wave Study Report, 5) and issued a management/union report that identifies barriers to our "One Agency Concept" and suggests solutions.

During 2001 and 2002, we will 1) conduct and evaluate employee satisfaction surveys, 2) continue to develop, deliver and evaluate training for employees with disabilities, 3) and annually update the Future Workforce Transition Plan.

Between 2001-2004, we will implement emerging technologies for training delivery improvements, including Internet training, Intranet courses, closed captioning, collaborative database, Interactive Video Teletraining (IVT), and stored source video.

Flattening the "retirement wave": We will continue our efforts to flatten the "retirement wave" through early retirement programs when appropriate. Replacing staff will be critical to having an experienced workforce in place when the massive "baby boomer" workloads hit.

Replacement hiring: We will work to ensure that administrative and resource capacity is in place to permit replacement hiring in advance of losses, allowing new employees to receive the necessary training and mentoring from the more experienced employees immediately after entering on duty.

Ensuring that institutional knowledge is preserved: SSA is taking action now to make sure that institutional knowledge is not lost when our current employees retire. We are encouraging managers to make selections for positions, on a case-by-case basis, before the present incumbents leave. This way, replacements can function as under-studies for a period of time. We are developing expert systems with technology that will hold this knowledge for employees to access from anywhere in the Agency.

Competency-Based Human Resource Tools: SSA is identifying core competencies and pilot testing a tool to assess training needs. Information is being gathered to determine what competencies should be used for selecting new employees. During 2001,

we will develop a contractor statement of work and construct models and assessment tools by job type. During 2002, we will pilot and train employees to use the competency tools, and begin the evaluation of competency use.

Reevaluating old positions and developing new positions at SSA: We are beginning the analyses necessary to upgrade a number of positions at SSA. We are currently developing broadly described, model position descriptions for senior technical experts to acknowledge the value of such skills in the organization and to assist in recruiting for hard-to-fill positions. We have delegated authority to SSA components to determine the number of allocations for non-supervisory positions at GS-14 and below. We are expanding use of the certification process for recognizing the unique expertise and impact of the person in the job.

Integrated Human Resources System: This project will provide SSA with integrated, automated support for all human resources workloads. It will support Recruitment, Training, Labor Management Relations, Employee Benefits and Services, and other processes. During 2002, we will implement additional system releases.

Analyzing the strategies from our long-range vision: During 2001 and 2002, SSA will be analyzing the strategies contained in our long-range service vision. Work is underway to identify process changes and supportive activities for some of the strategies listed below:

- Using innovative recruitment techniques.
- Creating new strategies for recruiting and retaining personnel with highly specialized skills.
- Establishing hiring competencies and an assessment interview process.
- Working with the Office of Personnel Management to simplify and improve the hiring process.
- Hiring SSA retirees on a part-time basis to help us train and mentor the large number of new employees we must hire.
- Actively collaborate with our State agency partners on human resource strategies.
- Identify competencies and levels of performance for all positions, including the new restructured direct service positions.
- Take full advantage of personnel flexibilities available for accelerated advancement based on individual employees' skill attainment, application and supervisory certification of skills and competencies, rather than time requirements.
- Collect and use information on employee satisfaction to make visible improvements that are meaningful to employees.
- Expand family-friendly features, such as flexible work schedules, flexiplace options, childcare, elder care and fitness centers, to help us attract and retain employees.
- Enable employees to assess their skills and knowledge levels and take the training they have identified as needed.

Appendix 5 includes additional information on the following Key Initiatives that support this objective:
- ❖ **Competency-Based Human Resources Tools**
- ❖ **Diverse Workforce Transition Plan**
- ❖ **Integrated Human Resource System**

Workforce for the Future

Tools, Training and Continuous Learning

Strategic Objective: **To provide the necessary tools, training and continuous learning opportunities to maintain a highly skilled and high-performing workforce. Specifically:**

❖ **By 2005, provide online training electronically at the desktop to all employees.**

❖ **By 2005, have 1/3 of all employees participating in job enrichment opportunities during each year.**

❖ **By 2005, provide all employees the necessary competency-based training needed to maintain technical skills each year.**

Context

This objective recognizes that highly skilled, well-trained and widely experienced employees are key to achieving our strategic goals and objectives. In addition to hiring employees with the right skills and knowledge, we must provide the right training so that they can perform to their highest potential. We also need to provide job enrichment opportunities so they have a wide view of our Agency that will support our "one Agency" concept. The "retirement wave", the "baby boom" workloads, and the incredible pace of technological change will place a great burden on our efforts to maintain a highly skilled and high-performing workforce.

FY 2002 Performance Indicators and Goals

Success in achieving this objective will result in the skilled and knowledgeable employees SSA needs to achieve all of our strategic goals. The following indicators measure our progress in implementing major initiatives that support this objective. All indicators are in effect beginning FY 2002, with the exception of the IVT indicator which is effective FY 2001.

Indicator: **Develop, test and implement desktop video nationally**

FY 2002 Goal: Develop, test, and implement a prototype desktop video to 25 offices

Baseline Data:	FY 2001 APP Goal	FY 2000 Actual	FY 1999 Actual
	N/A	N/A	N/A

Definition: We will meet this goal if we successfully develop, test and implement a prototype for video before desktop video can be implemented nationally.

Data Source: Office of Training records

Indicator: Percent of offices with direct access to Interactive Video Teletraining (IVT)

FY 2002 Goal: 80%

Baseline Data:

FY 2001 APP Goal	FY 2000 Actual	FY 1999 Actual
67%	N/A	N/A

Definition: This goal for equipping SSA's offices with IVT has been redefined effective FY 2001. The old goal limited access to IVT to offices within a 30 minute commute. The new indicator is to transmit IVT directly to each office. Employees will receive the training they need without having to travel to other locations. The net result will be that individual offices will accelerate their ability to address growing individual training needs while concurrently meeting increased workload demands.

Data Source: Office of Training records

Indicator: Number of job enrichment opportunities in formal management development programs

FY 2002 Goal: Double the number of existing (FY 2000) openings for job enrichment opportunities in the national Advanced Leadership and Leadership Development Programs, i.e., ALP and LDP.

Baseline Data:

FY 2001 APP Goal	FY 2000 Actual	FY 1999 Actual
N/A	N/A	N/A

Definition: The FY 2001 goal focused on ensuring that SSA implemented formal management development programs. The FY 2002 goal is to double the number of opportunities that these programs previously provided.

Data Source: Office of Training records

Indicator: Percent of competencies defined for technical training

FY 2002 Goal: 100%

Baseline Data:

FY 2001 APP Goal	FY 2000 Actual	FY 1999 Actual
N/A	N/A	N/A

Definition: This goal represents a major milestone in SSA's providing all employees with the necessary competency-based training needed to maintain technical skills each year. SSA must face the major challenge of fully establishing what competencies are critical to foster in its employees. SSA must make the most of its workforce's potential so that it can be more knowledgeable, more adaptable, and better able to meet unprecedented workload demands.

Data Source: Office of Training records

Tools, Training and Continuous Learning

MEANS AND STRATEGIES

To achieve this objective, the following major activities are planned or underway:

Comprehensive skills assessment tool: SSA must be able to maintain a highly-skilled and high-performing workforce that can provide the nation with efficient and courteous service. SSA is piloting a comprehensive skills' assessment tool that employees will be able to use to assess their current level of proficiency against core competencies. The tool will also provide our employees with personalized profiles of their training needs and information about what training resources are available to help reinforce the proficiency levels of their competencies. In 2001, we will complete the development and construction of competency models by job type. In 2002, we will pilot and train employees in the uses of the competency tools.

Enabling technology: SSA's employees must adapt quickly to policy and systems changes, perform a wider variety of functions and master new technologies. At the same time, workload demands minimize the time they have available to spend in a learning environment away from the work site. To address this, SSA will improve its ability to provide training by expanding the number of offices with Interactive Video Teletraining (IVT). SSA will also continue to examine and implement alternative technological approaches, such as Internet training, Intranet courses, closed captioning, collaborative database, and stored source video.

National career and leadership development programs: The major strategy for these training programs is to transform SSA into a learning organization.

- ❖ SSA will create a continuous approach to leadership development for all managers, putting in place a leadership development curriculum around accepted core competencies.
- ❖ SSA has staff development plans in place in each region and each major staff organization.
- ❖ We will double participation in our formal programs. These programs are part of SSA's succession planning.
  - The Senior Executive Service Candidate Development Program.
  - The Advanced Leadership Program.
  - The Leadership Development Program.
  - The Presidential Management Intern Program.
- ❖ We will continue to expand opportunities with the goal of having one-third of all employees participating in a job enrichment experience each year.

Enhanced disability program training: This program improves all facets of disability training for disability adjudicators by using modern teaching media. This training initiative encompasses the full expanse of educational and skill needs of disability adjudicators.

Tools, Training and Continuous Learning

Analyzing the strategies from our long-range vision: During 2001 and 2002, SSA will be analyzing the strategies contained in our long-range service vision. Work is underway to identify process changes and supportive activities to develop a comprehensive national training strategy and develop sophisticated expert and decision support systems.

Appendix 5 includes additional information on the following Key Initiatives that support this objective:
- ❖ **Diverse Workforce Transition Plan.**
- ❖ **Competency-Based Human Resource Tools.**
- ❖ **Enhanced Disability Program Training.**
- ❖ **Integrated Human Resources System (IHRS).**
- ❖ **Interactive Video Training (IVT).**
- ❖ **Leadership Training/Career Development.**

Tools, Training and Continuous Learning

Strategic Objective: **To provide a physical environment that promotes the health and well-being of every employee.**

Physical Environment

Context

This objective continues SSA's commitment to create a safe, secure, and professional environment for our employees. Our employees will be most productive, healthy and happy if they are in an environment with which they are satisfied.

FY 2002 Performance Indicators and Goals

The ultimate measures of success for this objective are the attainment of our other strategic goals. The following new indicator measures our progress in implementing major initiatives that support this objective.

Indicator: **Percent of employees who are satisfied with overall physical environment, i.e., it is professional, accessible, safe, and secure**

FY 2002 Goal: TBD – Goal to be set once the baseline is established from new survey.

Baseline Data:	FY 2001 APP Goal	FY 2000 Actual	FY 1999 Actual
	N/A	N/A	N/A

Definition: Results of an employee survey will determine the level of satisfaction employees have with their overall physical environment.

Data Source: Market Measurement Employee Survey

MEANS AND STRATEGIES

To achieve this objective, the following major activities are planned or underway:

SSA is continually striving to improve the work environment and guarantee the security of employees as well as clients and visitors in every SSA facility. For example, in response to growing workplace violence that has heightened concerns for the security of employees in public contact jobs, SSA has invested heavily to enhance security nationwide. We have also expanded existing programs to improve the quality of the environment for offices nationwide over the last several years. The Agency will continue to enhance ongoing programs, both for assessing and addressing security requirements and for identifying and resolving existing and potential environmental health and safety problems.

Air, water quality and asbestos surveys and timely remediation: SSA will continue these surveys and complete timely remediation. Indoor air quality

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surveys are conducted in 20 percent of all SSA facilities each fiscal year, with 75 percent of all required corrective actions identified in the comprehensive surveys being completed. A number of SSA field offices will receive water sampling each year and remediation will be completed in 100 percent of offices identified with contaminants.

Environmental health and safety comprehensive assessments: Environmental health and safety comprehensive assessments have been implemented. Assessments will continue to be conducted at SSA facilities nationwide.

CPR training and provision of supplies: CPR training and supplies are provided for employee volunteers at SSA facilities nationwide.

Security evaluations: We will continue to survey offices, including those that relocate, and implement SSA-accepted security recommendations.

Employee survey: An employee survey has been conducted biennially to assess employee satisfaction with the security of their offices.

Space modernization and improvements: Our space modernization plan includes major renovations at SSA Headquarters, renovations to field offices and hearing offices nationwide, and upgrades to our larger facilities, e.g., Teleservice Centers and Program Service Centers. In 2001, we will complete systems furniture design and site preparation specifications for all field offices and hearing offices. We

will complete renovations to the Headquarters Annex Building and Metro West Building. The following projects are underway or planned for 2002:

- Complete construction and occupy the new Headquarters Child Care Center.
- Complete the Metro West Building exterior replacement.
- Start the Phase II renovations of the Operations Building at Headquarters.

Analyzing the strategies from our long-range vision: During 2001 and 2002, SSA will adopt a Market Measurement Survey and use direct approaches to employees to gain information on their reactions to their workplaces as supportive office environments. Other strategies that relate to this indicator are:

- Continue to pay special attention to completing and maintaining security, air quality and water quality improvements in all of our work sites.
- Expand and monitor security standards to include non-SSA locations where employees will be working (e.g., telecommunication centers, community centers, community service agencies, etc.).

The above activities are carried out in the following Key Initiatives, which are described in Appendix 5:
   ❖ **Enhance Environmental Health in the Workplace.**
   ❖ **Enhance Physical Security in the Workplace.**
   ❖ **Space Modernization and Improvements.**

Physical Environment

Strategic Objective: **To promote an Agency culture that successfully incorporates our values. Specifically:**

❖ **By 2005, attain a 50 percent improvement in the gap between the "current" and "desired" workplace practices and values.**

Context

This objective recognizes that our organizational culture is key to achieving our strategic goals and objectives. Research shows that ignoring an organization's culture can derail implementation of new strategies. We need to determine how our current culture must change in order to:

- Better support our values,
- Improve customer service,
- Attract and retain satisfied, well, and productive employees,
- Adapt to the cultural and technological change of the new century,
- Support our organizations new strategies and processes, and
- Increase our productivity.

FY 2002 Performance Indicators and Goals

In FY 1999, SSA conducted an employee survey and benchmark analysis about our current culture. Since then, we have completed a gap analysis and study which will lead to the creation of a change strategy. SSA formed an Organizational Culture Workgroup which reviewed all the information and completed its report in the fall of 2000. Once the change strategy is approved and implementation begins, we can begin to measure improvement in the gap between the "current" and "desired" workplace practices and values. Our new performance indicator reflects the successful completion of these activities.

Agency Culture

Indicator: Percent improvement in the gap between "current" and "desired" workplace practices and values (as measured by SSA's triennial culture survey)

FY 2002 Goal: TBD

Baseline Data:	FY 2001 APP Goal	FY 2000 Actual	FY 1999 Actual
	N/A	N/A	N/A

Definition: SSA will achieve a 50% improvement in the gap between "current" and "desired" workplace practices and values as identified in the Agency's change strategy by September 2005. "Gap" is the difference between the desired presence of a workplace attribute and the perceived presence of it in the current workplace as reported in the Organizational Culture Report.

Data Source: Triennial Culture Survey

Indicator: Implementation of activities to close gap and measure improvement

FY 2002 Goal: TBD

Baseline Data:	FY 2001 APP Goal	FY 2000 Actual	FY 1999 Actual
	N/A	N/A	N/A

Definition: We will consider these goals to be met if: TBD once decisions are made on specific activities to be implemented.

Data Source: TBD

MEANS AND STRATEGIES

The Organizational Culture Workgroup recommended actions for addressing the areas with the largest gaps between SSA's Current culture and what the employees think it should be. SSA will initiate milestone developments once the workgroup recommendations are approved.

SSA plans to achieve the 50 percent improvement in the gap by September 30, 2005. We will measure the progress towards this goal through a follow-up culture survey of employees in FYs 2002-2003.

The above activities are carried out in the following Key Initiatives, which are described in Appendix 5:
❖ **Create Strategy to Instill Values.**

Legislation and Regulations

Legislative change would be necessary to implement flexible benefits. Regulatory change would be necessary to eliminate the time-in grade requirements.

Agency Culture