

Strategic Goal: To deliver customer-responsive world-class service

This goal encompasses the full range of services that SSA provides customers, across all the programs we administer and through all modes we use to interface with the public--telephone, in-office, mail, Internet, automated self-service, and third parties.

SSA has distinct customer groups with different needs and expectations. Our current performance levels also vary by group. To help us ensure more even service across our diverse customer base, we have recast the objectives of this goal to better define the business results we want for each of our major customer segments. In addition to applicants filing for RSI, DI and/or SSI benefits, we added discrete objectives for customers filing for original SSNs and replacement cards, customers requesting appeals, and customers with changes in circumstances that affect their benefits. An objective for electronic access to records held by third parties was added as well.

We also added an objective under this goal for our broadened service mission to provide employment support to our disability beneficiaries. This is consistent with our new Agency Strategic Plan and reflects the transition of our efforts from development of return-to-work legislation to implementation.

Our objectives were also changed to emphasize a more balanced, holistic approach to managing performance. Accuracy and timeliness are both important aspects of service. To make

explicit the balance between the two, our objectives define business results for both attributes. And because our ability to provide high quality service depends so heavily on making economical use of our limited resources, our objectives also recognize efficiency as an important business result.

An estimated \$5.8 billion, or 75 percent of SSA's total FY 2002 administrative budget is devoted to the substantial day-to-day work generated by requests for service from our core business customers. It also provides funding for return-to-work operational efforts as we continue to establish and implement SSA's new Ticket to Work and Self-Sufficiency Program.

Performance Goals, Means and Strategies

The following table displays expected workloads processed in support of this strategic goal.

Workloads	Dollars (Millions)	Output Measures (thousands)
RSI Claims	\$ 708	3,132
Disability Claims	\$ 2,102	2,191
SSI Aged Claims	\$ 38	149
Hearings	\$ 1,014	580
Other Appellate Actions ¹	\$ 441	1,071
SSN Requests	\$ 284	16,450
800# Calls Handled	(Non-add: \$379)	59,000
Other Postentitlement Workloads ²	\$ 1,184	N/A

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1. Includes reconsiderations, reviews before Council, court cases and court remands.
 2. Includes SSA actions devoted to maintaining the RSI, DI, SSI and Black Lung benefit rolls after final development and determination of an initial claim. Examples of workloads processed include changes of address, status changes due to marriage, death, etc., benefit recomputations and check non-receipt claims.

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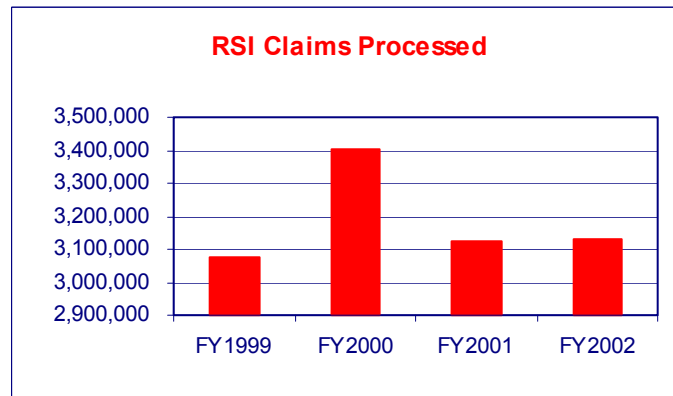
Following are charts that provide baseline data, definitions and data sources for each output measure. For this FY 2002 APP, the FY 2000

measures reflect actual workloads processed and the FY 2001 measures are based on actual FY 2001 appropriations.

Output Measure: RSI Claims Processed

FY 2002: 3,132,000

Baseline Data:	FY 2001 3,125,000	FY 2000 Actual 3,404,938	FY 1999 Actual 3,076,937
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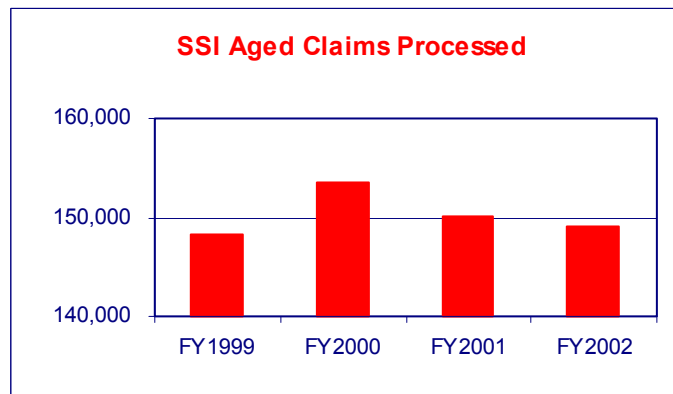
Definition: All retirement and survivors and initial claims for Medicare processed by RC/Field and OCO. Includes totalization claims.

Data Source: IWMS/DOWR cells 00112, 00212, and OIO Ad hoc Report

Output Measure: SSI Aged Claims

FY 2002: 149,000

Baseline Data:	FY 2001 150,000	FY 2000 Actual 153,474	FY 1999 Actual 148,382
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Definition: SSI aged claims processed by RC/Field, including abbreviated applications.

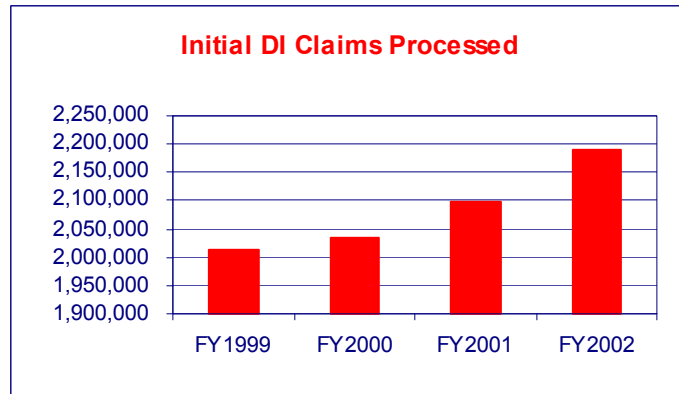
Performance Goals, Means and Strategies

Data Source: WMS/DOWR cells 00152, 00352

Output Measure: Initial DI Claims Processed

FY 2002: 2,191,000

Baseline Data:	FY 2001 2,097,000	FY 2000 Actual 2,035,627	FY 1999 Actual 2,012,047
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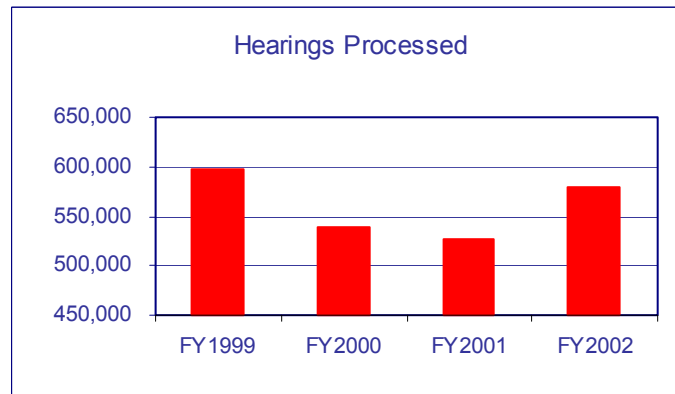
Definition: DDS count of initial disability claims processed, including disabled dependents.

Data Source: National Disability Determinations Service System

Output Measure: Hearings Processed

FY 2002: 580,000

Baseline Data:	FY 2001 526,000	FY 2000 Actual 539,426	FY 1999 Actual 596,999
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Definition: All hearings processed by the Office of Hearings and Appeals, includes hearing requests from all programs.

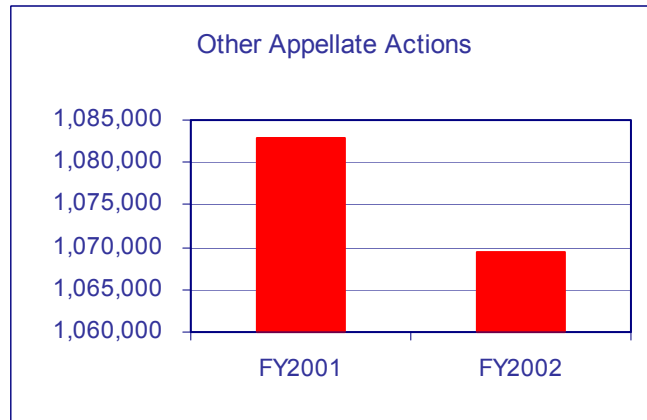
Data Source: Office of Hearings and Appeals Tracking System (HOTS), AO programs, OHA Case Control System

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Output Measure: Other Appellate Actions

FY 2002: 1,069,535

Baseline Data: FY 2001 1,082,820 FY 2000 N/A FY 1999 N/A



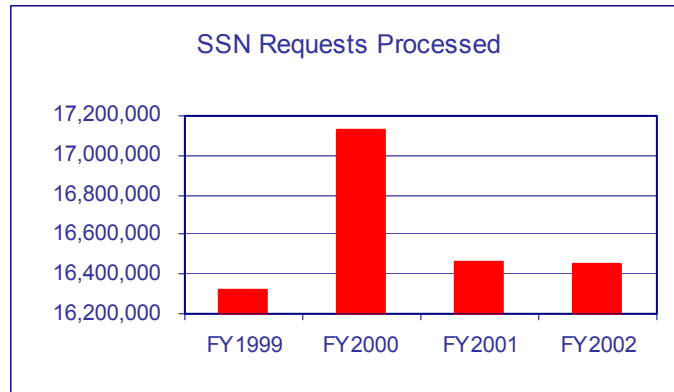
Definition: Includes reconsiderations, reviews before Council, court cases and court remands

Data Source: PCACS, SAOR, DOWR, ACAPS

Output Measure: SSN Requests Processed

FY 2002: 16,450,000

Baseline Data: FY 2001 16,460,000 FY 2000 Actual 17,128,073 FY 1999 Actual 16,322,588



Definition: Includes SSN issuance for duplicate or original numbers processed by RC/Field and OCO, plus EAB activity, plus the count of fraud investigations not resulting in issuance of an SSN and EAB. (Assumption: FY2000 actual includes one-time spike in number of SSNs processed.)

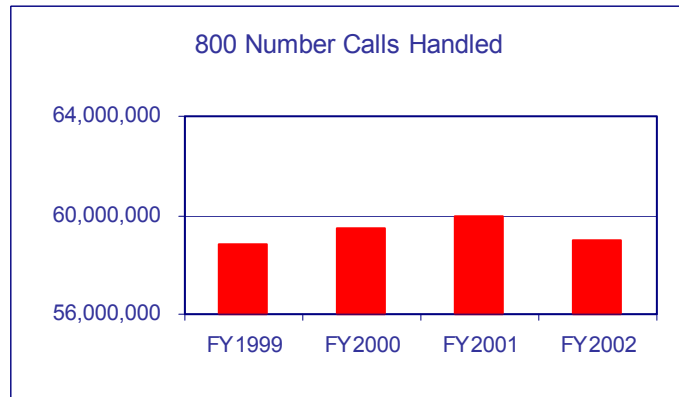
Performance Goals, Means and Strategies

Data Source: FOSSNER, EAB Y-T-D processing statistics

Output Measure: 800# Calls Handled

FY 2002: 59,000,000

Baseline Data:	FY 2001 60,000,000	FY 2000 Actual 59,500,000	FY 1999 Actual 58,800,000
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Definition: The number of calls (either live or automated service) handled by SSA’s 800 Number.

Data Source: National 800 Number Network

The following Objectives support this Strategic Goal:

- ❖ By 2002 and beyond, have 9 out of 10 customers rate SSA’s service as “good,” “very good” or “excellent,” with most rating it “excellent.”
- ❖ By 2005, make 60 percent of SSA’s customer-initiated services available to customers either electronically via the Internet or through automated telephone service and provide the customer interacting with SSA on the Internet with the option of communicating with an SSA employee while online.
- ❖ Increase electronic access to information needed to serve SSA customers. Specifically by 2005:
 - Establish electronic access to human services and unemployment information with 90% of States,
 - Establish electronic access to vital statistics and other material information with 50% of States, and
 - Increase electronic access to information held by other Federal Agencies, financial institutions and medical providers.
- ❖ Maintain the accuracy, timeliness, and efficiency of service to customers applying for OASI and SSI aged benefits. Specifically by 2005:

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- Have the capacity to take and process 99% of OASI and SSI aged claims in a paperless environment.
- ❖ Improve the accuracy, timeliness and efficiency of service to customers applying for DI and SSI disability benefits. Specifically by 2005:
 - Increase the accuracy rate to 95% for denials of disability benefits,
 - Maintain accuracy of initial disability claims decisions to allow benefits at 96.5%,
 - Issue initial disability claims decisions in an average of 105 days, with at least 70% issued within 120 days, and
 - Have the capacity to take 99% of disability claims in an electronic environment.
- ❖ Improve the accuracy, timeliness, and efficiency of service to customers requesting hearings or appeals. Specifically by 2005:
 - Increase accuracy of hearing decisions to 90%,
 - Issue hearings decisions in an average of 166 days, with at least 70% issued within 180 days,
 - Increase productivity to 122 hearings decisions issued per workyear,
- Have the capacity to take 99% of hearings in an electronic environment,
- Issue decisions on appeals of hearings within an average of 90 days, with at least 70% issued within 105 days, and
- Increase productivity to 323 Appeals Council reviews per workyear.
- ❖ By 2005, increase by 100% from 1999 levels the number of SSDI and SSI disability beneficiaries who achieve steady employment and no longer receive cash benefits.
- ❖ Improve or maintain the accuracy, timeliness and efficiency of service to postentitlement customers, Specifically by 2005:
 - Have the capacity to take and process 99% of PE actions in a paperless environment.
- ❖ Maintain throughout 2005 the accuracy, timeliness and efficiency of service to customers applying for Social Security numbers and replacement cards.

Strategic Objective: By 2002 and beyond, to have 9 out of 10 customers rate SSA’s service as “good,” “very good” or “excellent,” with most rating it “excellent”.

Context

As it is the customer who is the ultimate judge of whether we are providing service that is world-class, this objective defines the overall outcome of the strategic goal that it supports. However, SSA’s performance to address all the other objectives under the “world-class service” goal serve to place added emphasis on particular aspects of service that are important contributors to customer satisfaction. Consequently, activities and indicators of performance under all those objectives support this objective as well.

FY 2002 Performance Indicators and Goals

The overall customer satisfaction rate is the most direct and highest-level measure of performance under this objective. To help us pinpoint areas needing improvement, SSA also measures customer satisfaction with specific aspects of service. And, to help us manage day-to-day, we use an array of lower-level, operational indicators to track performance throughout the year.

For 1999 and earlier, our Annual Customer Satisfaction Survey (ACSS) showed steadily increasing customer satisfaction. Customer satisfaction peaked in FY 1999 at 88 percent and 44 percent for the goals “percent of SSA’s core business customers rating SSA’s overall service as excellent, very

good, or good” and “percent of SSA’s core business customers rating SSA’s overall service as excellent”, respectively. In FY 2000, when we replaced ACCS with a new Interaction Tracking methodology, we anticipated that customer satisfaction ratings would change because of the change in methodology. Our intention has been to use the FY 2000 satisfaction rates as a baseline to revisit subsequent years’ performance goals. We have done that and have revised our FY 2001 targets from 89 percent to 82 percent and from 40 percent to 30 percent, respectively. Our FY 2002 targets are to maintain satisfaction at 82 percent and 30 percent, respectively.

For the indicators of employer satisfaction, we have changed both the indicator language and targets. Employer survey results indicate that the respondents do not regularly interact with SSA to any great extent—the percentage of respondents using SSA services is low. We know that many employers use payroll providers and accountants to handle wage-reporting requirements. Therefore, we are changing our survey methodology to ensure we select the survey sample from only the universe of those who have had direct interactions with SSA. We have modified our performance indicators accordingly.

Data from customer satisfaction surveys have indicated consistently that

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Customer Satisfaction

telephone access and field office waiting times have an effect on customer perception of all other aspects of service. Because they are key to customer satisfaction, we have included in this plan goals for the operational indicators that we use to measure 800-number access and field office waiting times. In FY 2000, SSA began measuring satisfaction with telephone access and service in field offices, although a specific performance indicator and target will not be developed until we have data results over a period of time.

While SSA has, for years, been considered a leader in high-quality telephone service delivery, increasing demands have made it more and more difficult to maintain that superiority. Technological enhancements are a key enabler of our ability to effectively manage call delivery and direct calls to agents with the skills to answer the caller's questions.

We have begun a benchmarking study of call centers to help us determine whether the current 800-number access indicators are still appropriate for measuring 800 number access. A final report is expected by August 2001.

While the indicator for field office telephone service will not be identified for the FY 2002 APP, the following actions are being taken:

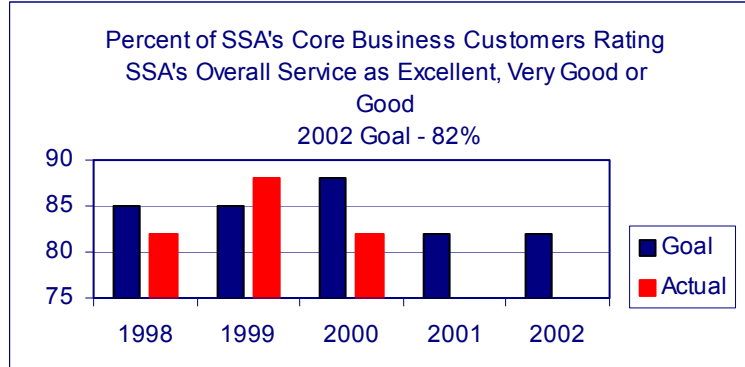
- ❖ We conducted a pilot to determine if it is possible to actually measure telephone access to field offices. The report is due in FY 2001.
- ❖ Indicators for field office telephone service quality will be established.
- ❖ We are exploring the possibility of redirecting certain field office phone calls to the National 800 Number to improve overall telephone access to field offices. A pilot will begin in FY 2002.

Performance Goals, Means and Strategies

Indicator: Percent of SSA's core business customers rating SSA's overall service as "excellent," "very good," or "good"

FY 2002 Goal: 82%

Baseline Data:	FY 2001 APP Goal 82%	FY 2000 Actual 82%	FY 1999 Actual 88%
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Definition: The computation of this rate is the number of core business customers surveyed by SSA's Office of Quality Assurance and Performance Assessment (OQA) who rate overall service as "good," "very good" or "excellent" on a 6-point scale ranging from "excellent" to "very poor", divided by the total number of respondents to that question.

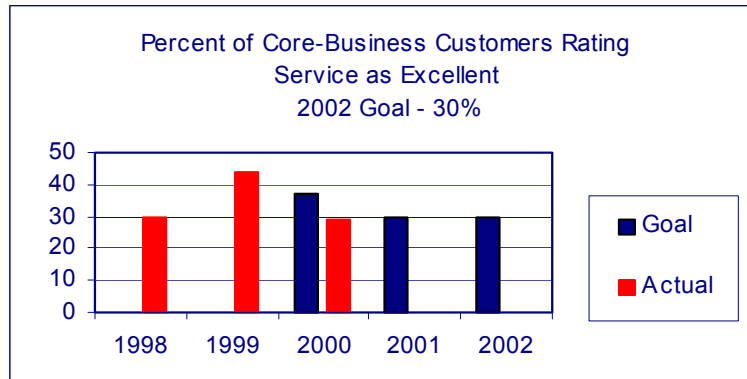
Data Source: For FY 1999 and earlier, SSA Annual Customer Satisfaction Survey. Effective with FY 2000, SSA replaced this survey with Interaction Tracking surveys. These surveys capture customer satisfaction data related to service received during telephone and in-person contacts with SSA shortly after the service contacts take place.

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Indicator: Percent of SSA's core business customers rating SSA's overall service as "excellent"

FY 2002 Goal: 30%

Baseline Data: FY 2001 APP Goal 30% FY 2000 Actual 29% FY 1999 Actual 44%



Definition: The computation of this rate is the number of core business customers surveyed by SSA's OQA who rate service as "excellent" on a 6-point scale ranging from "excellent" to "very poor", divided by the total number of respondents to that question.

Data Source: For FY 1999 and earlier, SSA Annual Customer Satisfaction Survey. Effective with FY 2000, SSA is replacing this survey with Interaction Tracking surveys. These surveys capture customer satisfaction data related to service received during telephone and in-person contacts with SSA shortly after the service contacts take place.

Indicator: Percent of employers rating SSA's overall service during interactions with SSA as "excellent," "very good," or "good"

FY 2002 Goal: TBD

Baseline Data: FY 2001 APP Goal TBD FY 2000 Actual 82% FY 1999 Estimate 92%

Definition: This is the number of employers directly interacting with SSA who rate overall service as excellent, very good or good on a 6-point scale ranging from excellent to very poor, divided by the total number of respondents to that question. (For 2002, the performance indicator will be based on results of a survey of employers who have called SSA's Employer Reporting Service Center. In future years, surveys will include additional types of employer interactions.)

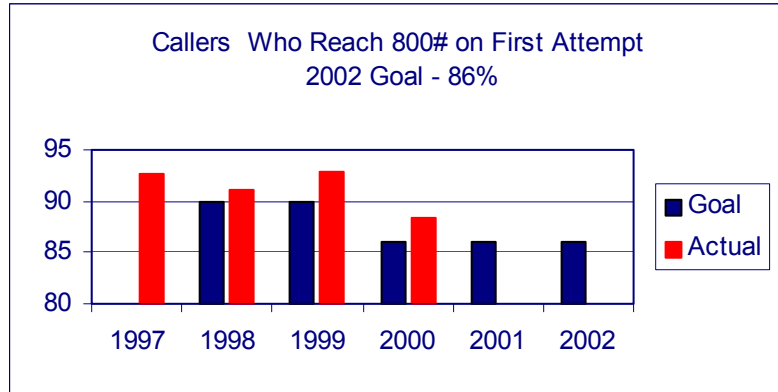
Data Source: Annual Employer Interaction Survey conducted by the Office of Quality Assurance and Performance Assessment (first survey planned for late summer 2001).

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Indicator: Percent of callers who get through to the 800-number on their first attempt

FY 2002 Goal: 86%

Baseline Data: FY 2001 APP Goal 86% FY 2000 Actual 88.4 FY 1999 Actual 92.9%



Definition: This rate reflects the number of individuals who reach the 800-number (either live or automated service) on their first attempt, divided by the number of unique telephone numbers dialed to the 800-number. An “attempt” is defined as the first attempted call of the day, or a subsequent attempt after a previously successful call.

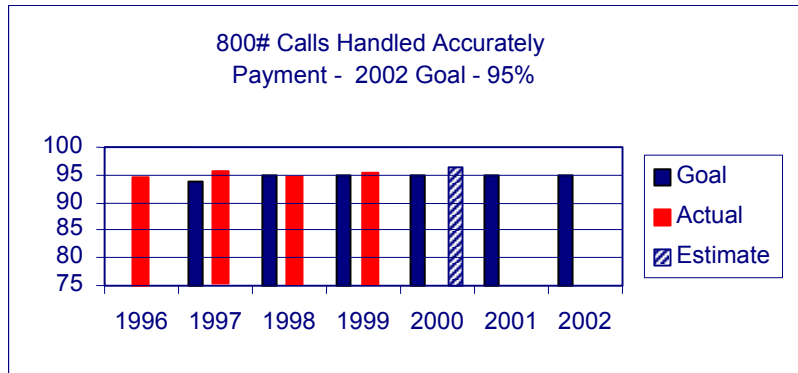
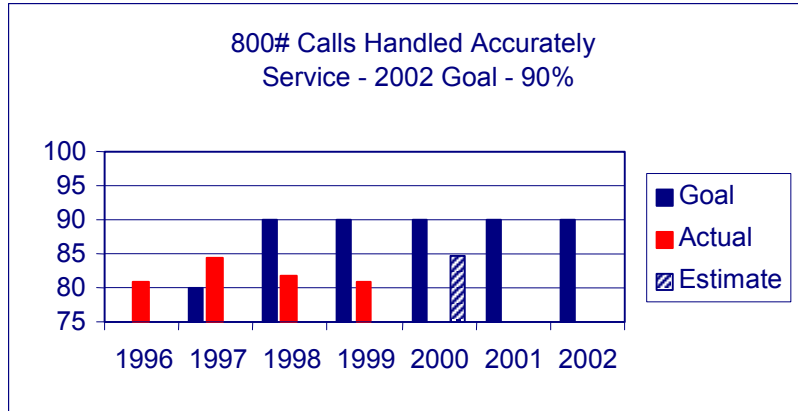
Data Source: Automatic Number ID records provided by WorldCom

Performance Goals, Means and Strategies

Indicator: Percent of 800-number calls handled accurately

FY 2002 Goal: 90% service accuracy 95% payment accuracy

Baseline Data:	FY 2001 APP Goal	FY 2000 Estimate	FY 1999 Actual
Service accuracy:	90%	84.7%	81.8%
Payment accuracy:	95%	96.2%	95.4%



Definition: Service accuracy is a measure of whether 800-number representatives respond correctly to inquiries related to issues other than payment and eligibility. Payment accuracy is a measure of whether 800-number representatives respond correctly to inquiries related to eligibility and payments of benefits.

Data Source: 800-number Service Evaluation Findings

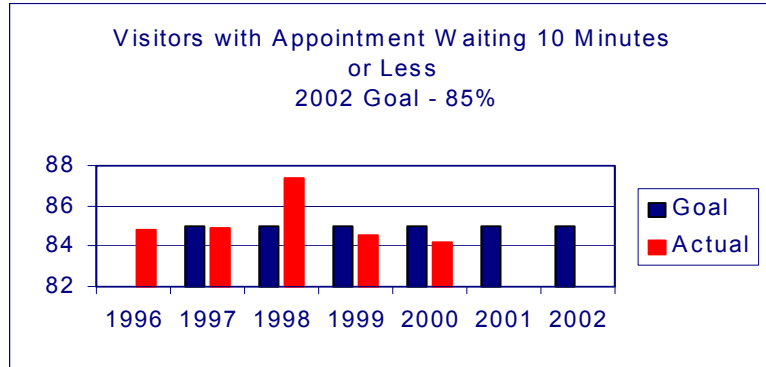
Indicators for FO telephone service: TBD

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Indicator: Percent of public with an appointment waiting 10 minutes or less

FY 2002 Goal: 85%

Baseline Data: FY 2001 APP Goal 85% FY 2000 Actual 84.2% FY 1999 Actual 84.6%



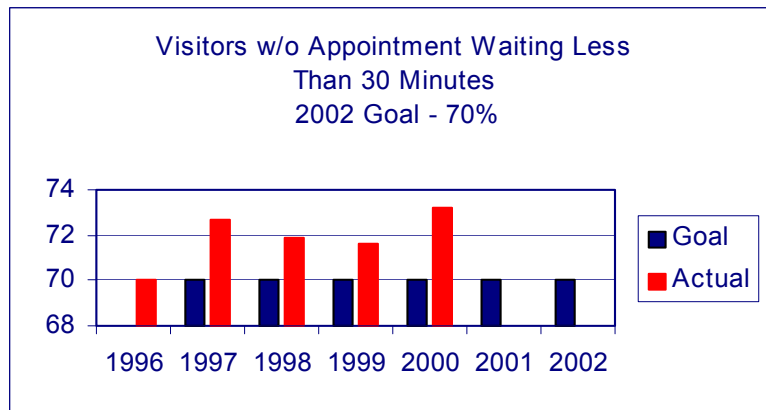
Definition: The number of visitors with an appointment who wait 10 minutes or less, divided by the total number of visitors with an appointment during the study time. Waiting time data are collected during a 1-hour window, once a quarter, in each field office.

Data Source: SSA Waiting Time Study

Indicator: Percent of public without an appointment waiting 30 minutes or less

FY 2002 Goal: 70%

Baseline Data: FY 2001 APP Goal 70% FY 2000 Actual 73.2% FY 1999 Actual 71.6%



Definition: The number of visitors without an appointment who wait 30 minutes or less, divided by the total number of visitors without an appointment during the study time. Waiting time data are collected during a 1-hour window, once a quarter, in each field office.

Data Source: SSA Waiting Time Study

Means and Strategies

Virtually all of SSA's Key Initiatives will contribute to achievement of this strategic objective to have 9 out of 10 customers rate SSA's service as "good," "very good" or "excellent," with most rating it "excellent." To achieve "world class" satisfaction ratings, however, we are pursuing two core strategies:

Data gathering: SSA needs to understand more fully what makes our customers satisfied. Different populations often have different needs and different levels of satisfaction and perception of service because of the nature of business they conduct.

Accordingly, we are using an integrated Market Measurement Program to provide comprehensive data about all of our major customer groups. One new component we are developing is an Agency-wide system called TLC for "Talking and Listening to Customers." This system will serve two primary goals, i.e., to address individual customer complaints and compliments as well as identify and analyze systemic problems and trends. Easily accessible, customer-initiated comments, in conjunction with other customer input, will guide our business planning, policy development, communication strategies, and process improvement. The TLC system is now being piloted and implementation is expected in 2001.

In FY 2000, SSA began using the new Interaction Tracking methodology; this methodology is part of the Market Measurement Program. We are using the new Interaction Tracking methodology

to determine overall customer satisfaction in FY 2000, and then will use the results as baseline data and revisit subsequent annual targets based on the outcome. This revisiting is appropriate because the methodology is very different. For Interaction Tracking, customers are surveyed immediately after a face-to-face or phone contact with SSA. Satisfaction ratings are now derived from rolled-up data from the Office Visit Survey, 800 Number Customer Survey and FO Telephone Survey, and weighted to the overall universe of each service mode. Because 800 Number and FO caller interactions represent such a large percentage of overall interactions, and because both 800 Number and FO callers are less satisfied than office visitors (largely due to problems with phone access), the result is that the overall satisfaction rate is turning out significantly lower for FY 2000. Accordingly, for FY 2001 and FY 2002, we lowered our targets after considering the potential impact of planned initiatives which would allow SSA to maintain performance in key service delivery areas.

The new Interaction Tracking methodology can explain some of the difference between 1999 and 2000 satisfaction rates. But what we cannot tell is if customers are becoming less happy and if overall satisfaction would have dropped anyway. We suspect that this may be true considering what we have learned from a recent study that customer expectations are rising, but how much, we do not know at this time.

We have developed a new methodology for measuring employer satisfaction with

SSA. This methodology will be used in the survey planned for late summer 2001.

All reports emanating from the Market Measurement Program data collection activities are housed in a central, electronic repository which makes information needed for planning and decisionmaking easily accessible to all employees.

Targeted Process Improvement: We have analyzed available customer survey findings and focus group results. We have identified and prioritized specific areas that make the most difference in increasing overall satisfaction, and we have identified several areas that provide opportunities for increasing overall customer satisfaction.

We are implementing improvement activities in those areas as follows:

- ❖ **Clear and helpful mailings** – SSA has provided employees on-line access to notices and will improve the clarity of five specific types of notices found to be most problematic. Additionally, we are incorporating plain language into all our public documents and are concentrating on improving a number of our more problematic notices.
- ❖ **800-number access** – SSA will take steps to expand service offerings over the 800-number. Our strategy is twofold: to enhance network and computer technology to more effectively balance incoming calls among our call centers, and to increase interactive automated services for simple business transactions that do not require interaction with an SSA representative.
- ❖ **Field office telephone access** – We completed installation of automated attendant and voice mail in most field offices during FY 2000 to improve the ability of customers to get through to field offices by telephone. SSA has established a method of service observation to measure accuracy of telephone service in field offices, and is looking to establish a method of determining access to field offices by telephone. We will also conduct surveys to measure satisfaction with telephone access and service in local offices.
- ❖ **Field office reception and waiting times** – We will explore enhancements to improve the flow of customers through the reception process and enhance the appearance and comfort of waiting rooms.
- ❖ **Staff knowledge and helpfulness** – We will implement nationally the Customer Help Information Program, an expert system to support teleservice, and continue training on error-prone issues to improve service accuracy.
- ❖ **Complete business at the first point of contact** – Recent customer surveys indicate that completed business with one call or visit has a significant effect on

satisfaction. SSA is exploring ways to increase the amount of business that can be completed via teleservice without handoffs or callbacks, and without significantly increasing the length of calls.

Targeted process improvement is being pursued in the context of increasing workloads and resource constraints that make even the maintenance of current service levels a significant challenge. To address this challenge, we instituted several short-term 800 number initiatives to be implemented including:

Supplementing Call Answering Capacity by:

- ❖ Hiring additional teleservice staff and training existing staff in other positions so they can serve as customer service technicians.
- ❖ Creating a new position, which includes the duties of teleservice staff and overpayment recovery staff, enabling a broader range of business to be completed via 800 number. About 200 positions were initially filled, and the number of positions will substantially increase in FY 2001 and FY 2002.
- ❖ Establishing a SPIKE cadre in the Wilkes-Barre Data Operations Center (WBDOC).

Using technology to:

- ❖ Enable SSA to more accurately forecast call demands and to maximize the efficient use of the answering agent resources. Plans are underway to develop the technology in FY 2001.
- ❖ Dynamically route national 800 number network calls to available agents before creating a queue, thus increasing SSA's call answering capability. We will acquire and install new telephone equipment; i.e., automatic call distributors (ACDs) with Intelligent Network Routing (INR) capability. ACD replacement will begin in early FY 2001 with expected completion in late FY 2001.
- ❖ Increase the use of automation in handling customer services in the national 800 number network. Currently, automation is limited to voice mail types of applications. Plans are underway to implement this technology in early FY 2002.

Our strategy to improve employer satisfaction with our service is to develop and provide a wider range of more usable and convenient electronic products and services to assist employers in providing quality wage reports. The specific services that we plan

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to provide are discussed under the next objective.

Additional information is provided in Appendix 3 on the following Key Initiatives that support this objective:

- ❖ **Earnings Process Improvements**
- ❖ **Expand Electronic Wage Reporting**
- ❖ **Improve 800 Number Service**
- ❖ **Improve Field Office Reception Process, Reception Area Environment, and Waiting Times**
- ❖ **Improve Field Office Telephone Service**
- ❖ **Market Measurement Program**
- ❖ **Notice Improvements**
- ❖ **Talking and Listening to Customers**
- ❖ **Plain Language**

Strategic Objective:

By 2005, make 60 percent of SSA’s customer-initiated services available to customers either electronically via the Internet or through automated telephone service, and provide the customer interacting with SSA on the Internet with the option of communicating with an SSA employee while online.

Context

This new “Electronic Service Delivery (ESD)” objective expands the prior ESD objective to increase the range of program and information services available to customers over the phone and electronically to include an emphasis on convergence of technologies to enhance service delivery.

While we will continue to offer the option to have an employee complete a

customer’s transaction, increasingly more customers want to take advantage of the convenience of technology. They choose to deal with SSA through the Internet or the automated portion of our toll-free telephone system. As we continue to expand the availability of these largely self-service and secure methods of service delivery, customers will be able to conduct much of their business from virtually any place and at any time.

FY 2002 Performance Indicators and Goals

The following performance indicators are newly established under SSA’s new Strategic Plan and are in effect for

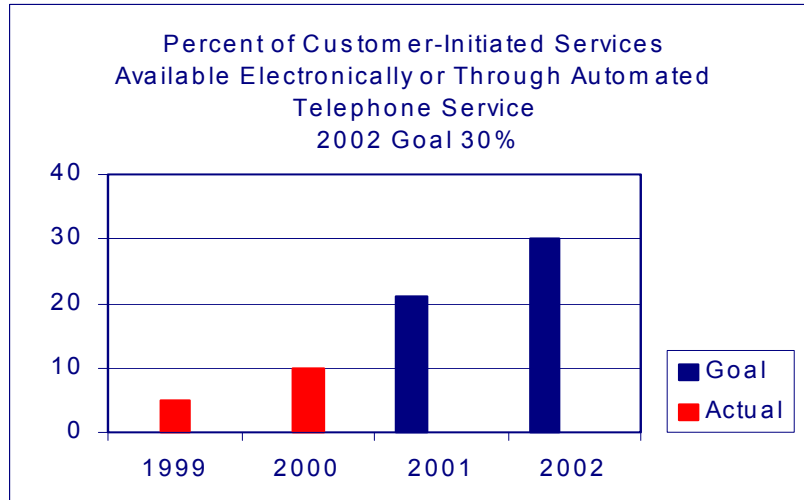
FY 2002. The first indicator is also in the Revised Final FY 2001 Performance Plan.

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Indicator: Percent of SSA's customer-initiated services available to customers either electronically via the Internet or through automated telephone service

FY 2002 Goal: 30%

Baseline Data: FY 2001 Goal 21% FY 2000 Actual 10% FY 1999 Actual 5%



Definition: Percent of 73 customer-initiated services that will be available electronically via the Internet or through automated telephone service.

Data Source: List of SSA services initiated by customers; Internet schedule; Internet Site: ssa.gov

Indicator: Activities to establish the capability for customers interacting with SSA on the Internet to communicate with an SSA employee while online

FY 2002 Goal: Test Internet and 800# convergence technologies in a proof of concept (POC) initiative and then begin to implement technologies.

Definition: Internet and 800# convergence technologies are real time, text-based collaboration, e.g., web chat, real time web page collaboration (push/pull technology), customer call back features; Voice Over Internet Protocol (VOIP); secure e-mail; authentication (smart cards, biometrics, PINS and passwords) and customer relationship management tools. Our plan is to move successful technologies to the proposed Multimedia Customer Contact Center (MC3). As we gain experience from the MC3 we will develop recommendations and plan for national implementation of the various technologies. We anticipate the recommended features to be fully implemented by FY 2004.

Data Source: Data will be obtained from the vendor who is supplying the particular hardware/software features.

Means and Strategies

To achieve this strategic objective, SSA will continue to expand services offered by telephone and electronically that will allow customers to complete their business with SSA at the initial point of contact. SSA is developing an aggressive strategy that will provide on-line functionality while addressing resource issues and privacy/security safeguards. This strategy enables SSA to improve customer service and realize some savings by increasing access to public information and forms, while developing more complex on-line data collection and processing functions. We have implemented 65 high-volume forms which can be downloaded on www.ssa.gov. In the past year we have implemented a series of benefit planners on SSA's website as well as the new electronic retirement benefit application. In FY 2001 we will implement additional services including benefit

account status and the first RSI post – entitlement transactions. We have identified 73 unique customer-initiated services/actions and we expect to have 22 services (our 30% goal) of them available to the public via the Internet in FY 2002. In FY 2001, we expect 15 services (our 21% goal) will be available. We will continually adjust the overall Agency internet strategy based on customer input and activity on the Internet.

Finding reliable ways to authenticate the identity of our customers electronically to ensure the privacy and integrity of SSA systems is critical to enabling the expansion of telephone and electronic service. For electronic service, we are currently participating in government efforts such as the Government Information Technology Board's Federal Public Key Infrastructure (PKI) Steering Committee to develop customer authentication standards that are

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consistent across a range of applications. We also are exploring business and governmental partnerships and external funding sources to leverage SSA resources needed to implement applications and the appropriate authentication methods to support them.

SSA began developing the policies and technical architecture for authentication in FY 2000. This effort includes establishing an application risk assessment methodology, establishing password policies for online claimants and beneficiaries, and conducting pilots with employers and the medical community to demonstrate the use of PKI digital certificates.

To enable more services to be handled to completion by telephone, we are working to provide more customer information online and revise our systems, policies and procedures so that our employees are able to fully respond to a customer's request at the initial contact. For example, since November 1998, authorized employees have online access to notices. We also are testing a call transfer process for moving certain types of calls to specially trained representatives for complete handling at the initial contact.

Several current or planned activities will enable customers interacting with SSA on the Internet to communicate with an SSA employee while online and to use technology to complete their SSA business.

- ❖ In FY 2002 we will pilot customer access to their own SSA records using SSA's 800 number and registered passwords.
- ❖ New network-based ACD solutions will be tested including "screen-pop" functionality which would allow SSA 800 number answering agents to view customer account information on the computer screen at the same time they receive the incoming telephone call. Evaluation will be done in FY 2002.

Additional information is provided in Appendix 3 on the following Key Initiatives that support this objective:

- ❖ **Electronic Service Delivery**
- ❖ **Expand Electronic Wage Reporting**
- ❖ **Immediate Claims-Taking Services**
- ❖ **Improve 800 Number Service**
- ❖ **Information Exchange**
- ❖ **Notice Improvements**
- ❖ **Title II Systems Redesign**

Strategic Objective:

Increase electronic access to information needed to serve SSA customers.

Specifically by 2005:

- ❖ **Establish electronic access to human services and unemployment information with 90 percent of States,**
- ❖ **Establish electronic access to vital statistics and other material information with 50 percent of States, and**
- ❖ **Increase electronic access to information held by other Federal Agencies, financial institutions and medical providers.**

Context

This new objective reflects the need for SSA to establish access to electronic records maintained by other Federal and State agencies, financial institutions and medical providers. Success in attaining this objective is dependent on how extensively other agencies have electronically formatted their records.

The electronic exchange of data between SSA and other Federal and State agencies, financial and medical institutions will streamline the claims, appeals, and post-entitlement processes and reduce processing time. This will reduce the burden on customers to provide this information and result in

improved customer responsive service. Additionally, electronic data exchange results in increased accuracy, and also promotes the principle of one-stop government service.

FY 2002 Performance Indicators and Goals

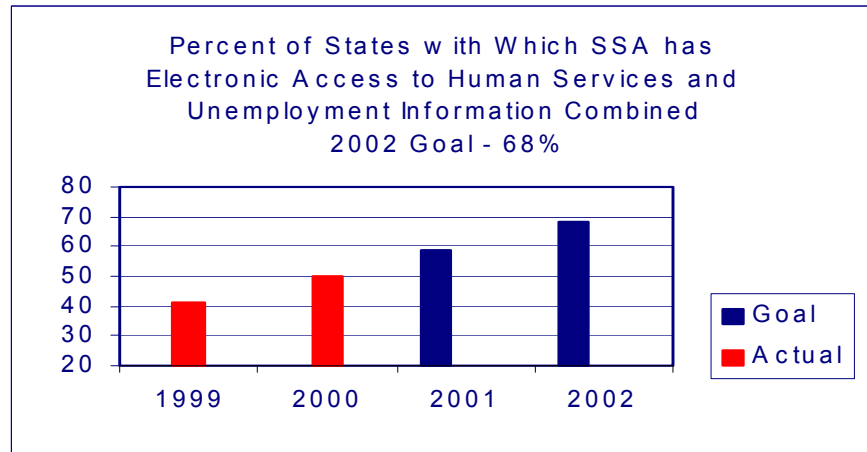
The following performance indicators are newly established under SSA's new Strategic Plan and are in effect for FY 2002. The first two indicators are also in the Revised Final FY 2001 Performance Plan.

Social Security FY 2002 Annual Performance Plan

Indicator: Percent of States with which SSA has electronic access to human services (HS) and unemployment information (UI)

FY 2002 Goal: 68% of the combined number of HS and UI agency connections Online (HS: 76%; UI 60%)

Baseline:	FY 2001 Goal	FY 2000 Actual	FY 1999 Actual
	59% combined	50% combined	41% combined
	HS: 68%	HS: 60%	HS: 46%
	UI: 50%	UI: 40%	UI: 36%



Definition: The percent of State Human Service (HS) and Unemployment (UI) agencies from which data is available online out of a total of 100 agencies (i.e., 50 HS and 50 UI agencies).

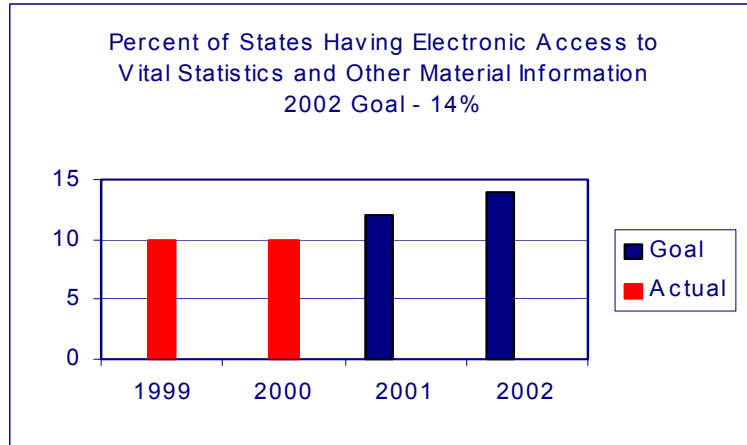
Data Source: Office of Automation Support website listing of State agency connections

Performance Goals, Means and Strategies

Indicator: Percent of States with which SSA has electronic access to vital statistics and other material information

FY 2002 Goal: 14%

Baseline: FY 2001 Goal 12% FY 2000 Actual 10% FY 1999 Actual 10%



Definition: The percent of State Vital Statistics agencies from which data is available online out of a total of 50 agencies.

Data Source: Office of Automation Support website listing of State agency connections

Indicator: Milestones/deliverables demonstrating progress in increasing electronic access to information held by other Federal Agencies, financial institutions and medical providers

FY 2002 Goal: TBD (pending analysis of needs and feasibility)

Means and Strategies

SSA has already defined policies for evaluating requests for online or system-to-system access of SSA data. We are now developing and implementing instructions for SSA components responsible for interagency agreements and the agencies seeking this kind of access to SSA records.

In an effort to implement new or expanded information exchanges with other agencies to prevent and detect overpayments, SSA has been pursuing online query access with States to obtain vital statistics, welfare, unemployment and workers compensation records. SSA is also seeking to access databases that integrate information from multiple States, e.g., the Office of Child Support and Enforcement (OCSE)/National Directory of New Hires databases. In

Increased Electronic Access to Information

Social Security FY 2002 Annual Performance Plan

January 2001, the national rollout to field offices of online access to OCSE wage and unemployment data began.

SSA is preparing for the rollout of SOLQ to interested state Human Services agencies. We expect to conclude the SOLQ pilot with Unemployment Insurance agencies by June 1. Ninety percent of the Human Service and Unemployment agencies have previously indicated an interest in providing SSA online access to their records if we reciprocate. The SOLQ expansion to Human Service agencies and the expected approval for Unemployment Insurance agencies will enable us to obtain our FY 2005 goals on schedule.

Our targets assume that we are successful in concluding agreements with our most promising HS, UI and VS leads.

Milestones and deliverables to demonstrate progress in increasing electronic access to information held by other Federal agencies, financial institutions and medical providers are being developed.

- ❖ SSA is currently determining the most frequently requested data from other Federal agencies; we will then concentrate on obtaining agreements for electronic access to this information.
- ❖ We are evaluating how to obtain online access to accounts at over 25,000 financial institutions as part of the SSI High-Risk initiatives.
- ❖ We are in the early stages of a pilot with a medical provider in California to obtain electronic medical evidence.
- ❖ We will also develop the appropriate security and confidentiality safeguards.

Strategic Objective: **Maintain the accuracy, timeliness, and efficiency of service to customers applying for OASI and SSI aged benefits. Specifically by 2005:**

- ❖ **Have the capacity to take and process 99 percent of OASI and SSI aged claims in a paperless environment**

Context

In the FY 2001 APP, there was one strategic objective encompassing service to our customers for DI and SSI disability claims, OASI and SSI aged claims, and hearings. For the new 2000-2005 Strategic Plan, and for this FY 2002 APP, three separate objectives have been developed: one for customers filing for claims for OASI and SSI aged benefits, one for customers applying for DI and SSI disability benefits, and one for customers requesting hearings or appeals.

This strategic objective deals with OASI and SSI aged claims. With this objective, we strive to maintain the accuracy, timeliness, and efficiency of service for OASI and SSI aged claims. Our challenge in meeting this objective will be to ensure that there is no erosion of performance because of competing budgetary priorities and growing workloads.

We will be able to maintain our performance for this objective only in an environment that includes increased/improved automation, the implementation of Internet filing for OASI and SSI, the development of automatic entitlement for retirement claims, and practices such as immediate

claims taking when an individual contacts us. These initiatives and others will create the infrastructure to move us toward a paperless claims environment.

FY 2002 Performance Indicators and Goals

The OASI processing time indicator for this objective has not changed. The SSI aged processing time indicator was changed for FY 2001 to be consistent with the OASI measure. Therefore, the SSI historical data shown starts with FY 2001.

We will also develop new indicators for accuracy of service to customers applying for OASI and SSI Aged benefits and for the efficiency of those services. In order to obtain a more accurate measurement of the accuracy of our service, the Agency is revising its method for measuring accuracy. This measurement is expected to be in place for the calendar year 2002 with results received in mid-2003 . Setting the efficiency measure is dependent on the implementation of the MCAS system which will make it possible to assess essential baseline data.

The final indicator for this objective will gauge our progress towards paperless processing of RSI and SSI aged claims. A paperless process is one that collects

Social Security FY 2002 Annual Performance Plan

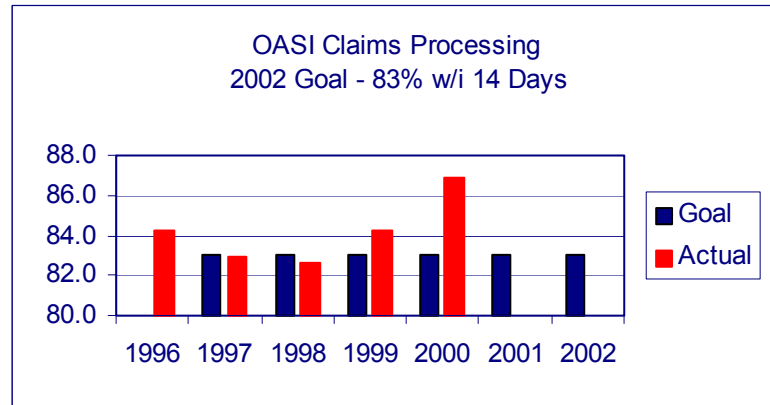
or verifies data electronically, authenticates the identity of the external or internal customer, stores the needed information electronically and moves that information through the appropriate

defined business process without using paper. At the end of the process, the work product is electronically stored with appropriate electronic audit and archival records.

Indicator: Percent of OASI claims processed by the time the first regular payment is due or within 14 days from the effective filing date, if later

FY 2002 Goal: 83%

Baseline Data:	FY 2001 Goal	FY 2000 Actual	FY 1999 Actual
	83%	86.9%	84.3%



Definition: This rate reflects the number of OASI applications completed through the SSA operational system (i.e., award or denial notices are triggered) before the first regular continuing payment is due or not more than 14 calendar days from the effective filing date, if later, divided by the total number of OASI applications processed. The first regular payment due date is based on the appropriate payment cycling date which may be the 3rd of the month, or the 2nd, 3rd, or 4th Wednesday of the month.

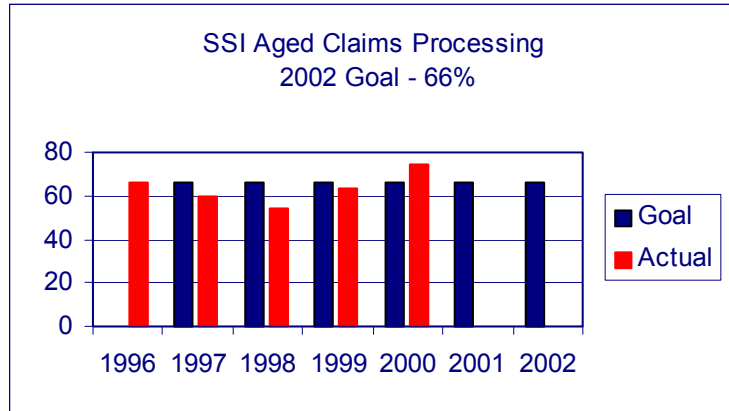
Data Source: The MIICR System

Performance Goals, Means and Strategies

Indicator: Percent of SSI aged claims processed by the time the first payment is due or within 14 days of the effective filing date, if later

FY 2002 Goal: 66%

Baseline Data:	FY 2001 Goal 66%	FY 2000 Actual 74.4%	FY 1999 Actual 63.5%
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Definition: (FY 2001 on) This rate reflects the number of SSI Aged applications completed through the SSA operational system (i.e., award or denial notices are triggered) before the first regular continuing payment is due or not more than 14 days from the effective filing date, if later, divided by the total number of SSI Aged applications processed. The first regular continuing payment due date is based on the first day of the month that all eligibility factors are met and payment is due. This definition is in effect beginning FY 2001.

Definition: (Before 2001) Prior to FY 2001, the indicator was: Percent of initial SSI Aged claims processed within 14 days of filing date. This rate reflected the number of SSI Aged applications completed through the SSA operational system (i.e., award or denial notices are triggered) within 14 days from the filing date, divided by the total number of SSI Aged applications processed. This definition and measurement system are in effect for years prior to FY 2001.

Data Source: The XVI ODS System

Indicator: OASI/SSI aged accuracy and efficiency indicators –
These indicators are not yet developed.

Indicator: Implement activities necessary to have the software and infrastructure in place for paperless processing of RSI and SSI Aged claims.

- FY 2002 Goal:**
1. Accommodate dual entitlement advance file cases; automate determination of need to develop military service allegations; update the workman’s compensation data file; and control certain exceptions via a PCACS interface.
 2. Implement Phase2 of Attorney Fee/Windfall Offset project. Begin analysis of additional windfall offset enhancements requested by the users.

- Definition:**
1. This goal will have been met if we develop, test, validate and implement release 3.8 of MCS.
 2. This goal will have been met if we develop, test, validate and implement a future release of MSSICS.

Data Source: Office of Systems 5-Year Plans

Means and Strategies

We will continue with existing policies and processes to maintain accuracy, timeliness and efficiency of service to customers for OASI and SSI aged benefits. The implementation and rollout of “Immediate Claims Taking” by telephone is helping us maintain processing times and improve efficiency. The expansion of electronic “Information Exchange” with other organizations will help us get evidence that we need to process claims faster.

The aggressive rollout of RSI claims intake via the Internet will promote processing more claims in a paperless environment.

The following KIs, described in Appendix 5, will contribute to our ability to sustain current OASI and SSI aged processing times in the face of growing workloads and resource constraints:

- ❖ **Earnings Process Improvements**
- ❖ **Electronic Service Delivery**
- ❖ **Immediate Claims-taking Pilot**
- ❖ **Information Exchange**
- ❖ **Title II Systems Redesign**

- Strategic Objective:** **Improve the accuracy, timeliness, and efficiency of service to customers applying for DI and SSI disability benefits. Specifically by 2005:**
- ❖ **Increase accuracy of initial disability claims decisions to deny benefits to 95 percent,**
 - ❖ **Maintain accuracy of initial disability claims decisions to allow benefits at 96.5 percent,**
 - ❖ **Issue initial disability claims decisions in an average of 105 days, with at least 70 percent issued within 120 days, and**
 - ❖ **Have the capacity to take 99 percent of disability claims in an electronic environment.**

Context

We know from our customer satisfaction survey data that disability customers continue to rate most aspects of customer service significantly lower than do other customer groups. The strongest factors affecting their satisfaction are processing times, and of course, whether the claim is awarded. This objective confirms and continues SSA’s commitment to improve service to disability claimants, to pay the right people sooner, and with a greater degree of accuracy.

In this APP, we have aligned our revised disability claims and hearing processing time objectives with the objectives contained in our September 2000 Strategic Plan. The revised objective reflects a more appropriate processing time goal for a greater number of applicants.

In an effort to improve our service to disability applicants, over the past few years SSA has tested various process improvements to determine what changes would meet our goal of

providing better customer service. SSA anticipates that these changes will improve the disability adjudication process by reducing fragmentation and duplication, improving consistency and coordination at all adjudicative levels, and taking advantage of new technology.

FY 2002 Performance Indicators and Goals

The indicators under this objective emphasize a balanced, holistic approach to managing our performance. Accuracy and timeliness are both important aspects of service and both of these attributes are measured. And because our ability to provide high quality service depends so heavily on making economical use of our limited resources, we will also measure efficiency as an important business result. We added an indicator to track our progress in developing the capacity for processing of disability claims in an electronic environment. An electronic environment is one that collects or verifies data electronically, authenticates the identity of the external or internal customer,

Social Security FY 2002 Annual Performance Plan

stores the needed information electronically and moves that information through the appropriate defined business process electronically. At the end of the process, the work product is stored electronically with appropriate electronic audit and archival records.

In addition, our evolved processing time indicators reflect the projected

experience for the vast majority of our customers.

Our FY 2002 goal for the indicator “Initial disability claims average processing time (days)” is to maintain performance at 120 days as compared to 120 days in FY 2001.

Some of the following performance indicators are newly established for FY 2002.

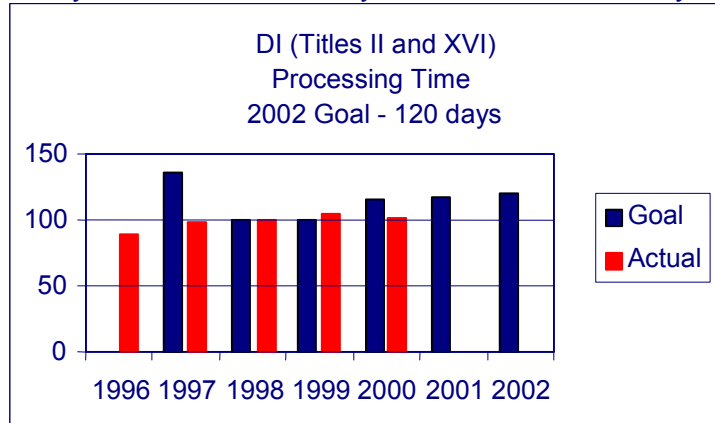
Indicator: Percent of initial disability claims decisions issued within 120 days

FY 2002 Goal: TBD (after analysis of FY 2002 baseline data)

Indicator: Initial disability claims average processing time (days)

FY 2002 Goal: 120 days

Baseline Data: FY 2001 APP Goal 120 days FY 2000 Actual 102 days FY 1999 Actual 105 days



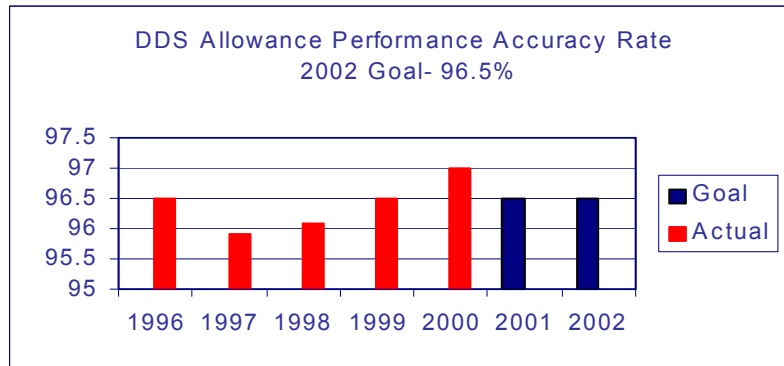
Definition: This indicator represents the fiscal year average processing time for DI and SSI claims combined. Processing time is measured from the application date (or protective filing date) to either the date of the denial notice or the date the system completes processing of an award.

Data Source: Title II MIICR Processing Time and Title XVI SSICR Processing Time System

Indicator: DDS allowance performance accuracy rate

FY 2002 Goal: 96.5%

Baseline Data: FY2001 APP Goal 96.5% FY 2000 Actual 97.0% FY 1999 Actual 96.5%



Definition: The allowance accuracy rate reflects the estimated percentage of initial disability allowances that do not have to be returned to the DDSs for development of additional documentation or correction of the disability determination.

Data Source: Annual Disability Quality Assurance Reports

Means and Strategies

For the long run, we are currently prototyping a series of changes that will improve the initial disability determination process by:

- Providing greater decisional authority to the disability examiner and more effective use of the expertise of the medical consultant in the disability determination process;
- Ensuring appropriate development and explanations in initial cases;
- Increasing opportunities for claimant interaction with the decisionmaker; and
- Simplifying the appeals process by eliminating the reconsideration step.

SSA is working to create a new Electronic Disability Folder and a

paperless disability claims system that will allow DDSs and other SSA components to eliminate reliance on paper folders. We expect that, once implemented, this could allow SSA and the DDSs to streamline their case processing operations and create processing efficiencies that will enable the DDSs and SSA components to handle increased receipts without adding additional staff.

In Appendix 5 of this document, we provide a description of the Improvements to the Disability Claims Process key initiative which further details our approach and activities to improve service delivery in the disability initial claims process. Additional, longer-term improvements, aimed at substantially improved service and efficiency in processing disability claims will be achieved through the following KI:

- ❖ **Electronic Disability System**

Strategic Objective: Improve the accuracy, timeliness, and efficiency of service to customers requesting hearings or appeals. Specifically by 2005:

- ❖ Increase current levels of accuracy of hearing decisions to 90 percent,
- ❖ Issue hearings decisions in an average of 166 days, with at least 70 percent issued within 180 days,
- ❖ Increase productivity to 122 hearings decisions issued per WY,
- ❖ Have capacity to take 99 percent of hearings requests in an electronic environment,
- ❖ Issue decisions on appeals of hearings in an average of 90 days, with at least 70 percent within 105 days, and
- ❖ Increase productivity to 323 Appeals Council reviews per WY.

Context

In this APP, our objective dealing with service to our customers requesting hearings and appeals is aligned with the objectives contained in our September 2000 Strategic Plan. Making changes to the hearings and appeals processes focuses on reducing processing time and improving efficiency and productivity.

Reductions in processing time for hearings in FY 2001 and FY 2002 are largely dependent upon SSA's ability to hire new Administrative Law Judges (ALJs) in FY 2001 and FY 2002 so as to replenish its ALJ corps. The Corps continued to diminish during FY 2000 due to greater than anticipated attrition. SSA's hiring ability is currently in doubt because, since April 1999, the Office of Personal Management (OPM) has been unable to

provide a list of eligible applicants from which SSA may hire additional ALJs.

If SSA is not able to hire any ALJs, hearings average processing time for FY 2001 and FY 2002 would be even higher than the 271 days estimated for FY 2001 and the 259 days projected for FY 2002. The FY 2002 budget projects that in addition, the number of hearings pending will grow in FY 2002.

FY 2002 Performance Indicators and Goals

The indicators under this objective emphasize a balanced, holistic approach to managing our performance. Accuracy and timeliness are both important aspects of service and both of these attributes are measured. And because our ability to provide high quality service depends so heavily on making

Performance Goals, Means and Strategies

economical use of our limited resources, we also measure efficiency as an important business result. To that end, we added an indicator to track our progress in developing the capacity for processing of hearings in an electronic environment. An electronic environment is one that collects or verifies data electronically, authenticates the identity of the external or internal customer, stores the needed information electronically and moves that information through the appropriate defined business process electronically. At the end of the process, the work product is stored electronically with appropriate electronic audit and archival records.

In addition, our evolved processing time indicators reflect the projected experience for the vast majority of our customers.

The following performance indicators are newly established under SSA's new Strategic Plan and are in effect for FY 2002. Each indicator is also in the Revised Final FY 2001 Performance Plan.

- ❖ Percent of hearings decisions issued within 180 days from the date the request is filed.
- ❖ Percent of decisions on appeals of hearings issued by the Appeals Council within 105 days of the appeals filing date.
- ❖ Average processing time for decisions on appeals of hearings issued.
- ❖ Number of decisions on appeals of hearings issued per workyear.

The following performance indicator is newly established for FY 2002.

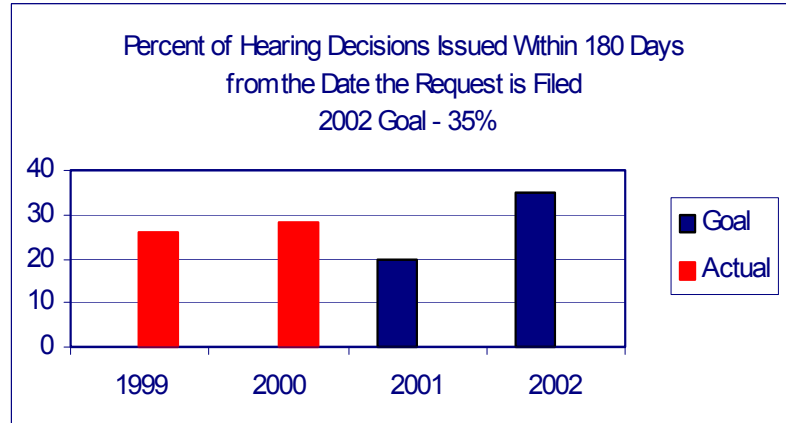
- ❖ Implement activities necessary to have the software and infrastructure in place for electronic processing of hearings cases.

Social Security FY 2002 Annual Performance Plan

Indicator: Percent of hearings decisions issued within 180 days from the date the request is filed

FY 2002 Goal: 35%

Baseline: FY 2001 Goal FY 2000 Actual FY 1999 Actual
 20% 28.4% 26%



Definition: Beginning FY 2001, this new performance indicator represents the actual percent of Medicare and SSA case dispositions issued during the particular report period in which the elapsed time from the date of the request for hearing to the disposition date was 180 days. (This measure does not include the time required by field offices, program service centers, or the Office of Central Operations to process favorable decisions.)

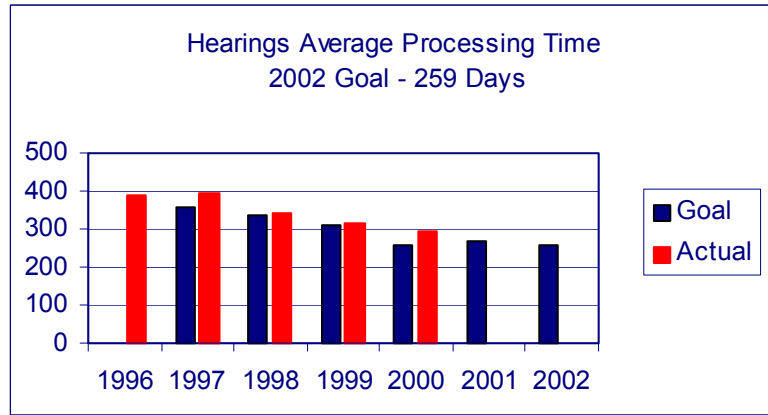
Data Source: Actual performance is reported in the OHA Monthly Activity Report (MAR) derived from the Hearing Office Tracking System (HOTS).

Performance Goals, Means and Strategies

Indicator: Hearings average processing time (days)

FY 2002 Goal: 259 days

Baseline Data: FY 2001APP Goal 271 days FY 2000 Actual 297 days FY 1999Actual 316 days



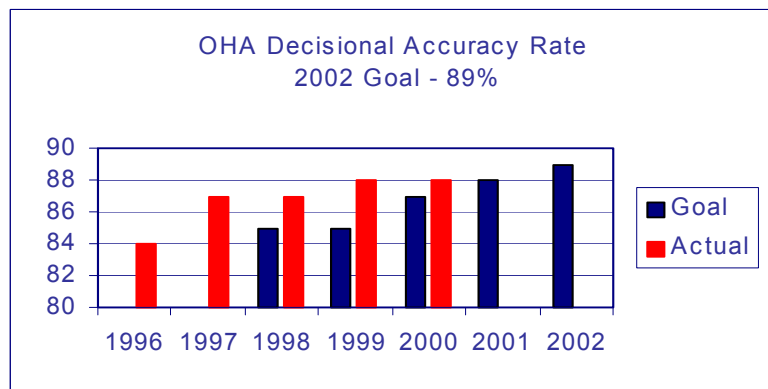
Definition: Beginning FY 2000, this indicator was redefined from the one included in the FY 1999 APP to represent the average elapsed time, from the hearing request date until the date of the notice of decision, of hearings level cases processed during all months of the fiscal year. The FY 1999 APP indicator reflected the average elapsed time of hearings level cases processed only in the last month of the fiscal year.

Data Source: OHA Monthly Activity Reports and the Hearing Office Tracking System

Indicator: OHA decisional accuracy rate

FY 2002 Goal: 89%

Baseline Data: FY 2001APP Goal 88% FY 2000 Actual 88% FY 1999Actual 88%



Definition: The decisional accuracy of hearings reflects the percentage of disability hearings decisions--both favorable and unfavorable--supported by “substantial evidence”, the standard used by the Federal Courts to evaluate accuracy of decisions, and by the Appeals Council in determining which hearing decisions to review.

Data Source: Annual Disability Hearings Quality Review Process Peer Review Reports

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Indicator: Implement activities necessary to have the software and infrastructure in place for electronic processing of hearings cases

FY 2002 Goal:

1. Support field office entry of the request for hearing to MSSICS.
2. Provide Web-based query access to the Consolidated HOTS database, which includes the request for hearing.

Definition:

1. This goal will have been met if we develop, test, validate and implement Title XVI Appeals.
2. This goal will have been met if we develop, test, validate and implement Access to the Consolidated HOTS Query.

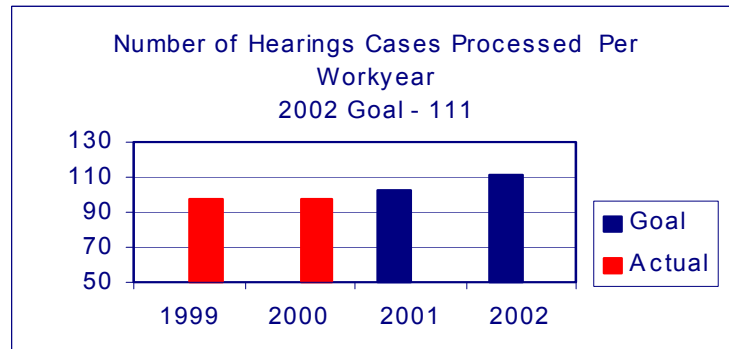
Data Source: Office of Systems 5-Year Plans

Indicator: Number of hearings cases processed per workyear.

FY 2002 Goal: 111

Baseline:

	FY 2001 APP Goal	FY 2000 Actual	FY 1999 Actual
	103	97	98



Definition: This indicator was revised effective FY 2001 to represent the average number of hearings cases processed per “direct” work year expended. A direct work year represents actual time spent processing cases. It does not include time spent on training, ALJ travel, leave, holiday, etc.

Data Source: OHA Monthly Activity Reports and the Hearing Office Tracking System

Performance Goals, Means and Strategies

Indicator: Percent of decisions on appeals of hearings issued by the Appeals Council within 105 days of the appeals filing date

FY 2002 Goal: 35%

Baseline:	FY 2001 Goal 20%	FY 2000 Estimate NA	FY 1999 Actual NA
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Definition: This new performance indicator represents the actual percentage of case dispositions issued during the report period in which the elapsed time from the date of the request for review to the disposition date was 105 days or less.

Data Source: Actual processing time for each case is maintained by the Appeals Council Automated Processing System (ACAPS). Percentages will be calculated from information extrapolated from ACAPS.

Indicator: Average processing time for decisions on appeals of hearings issued

FY 2002 Goal: 162 days

Baseline:	FY 2001 Goal 285 days	FY 2000 Estimate NA	FY 1999 Actual NA
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Definition: This new performance indicator represents the 12-month average processing time for dispositions issued during the report period. Processing time begins with the date of the request for review and ends with the disposition date.

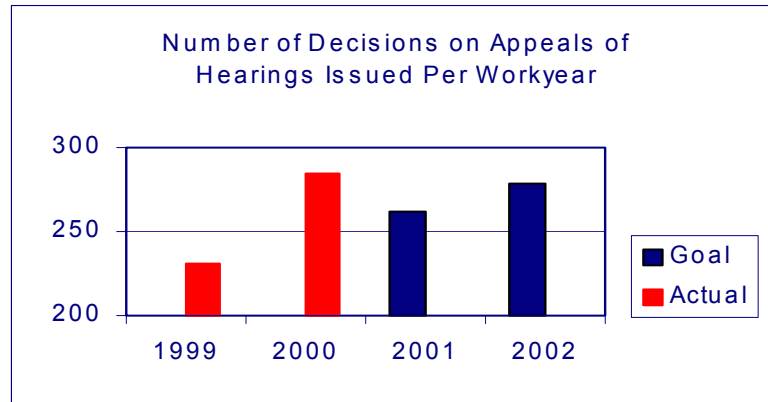
Data Source: Actual processing time for each case is maintained by the Appeals Council Automated Processing System (ACAPS). Percentages will be calculated from information extrapolated from ACAPS.

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Indicator: Number of decisions on appeals of hearings issued per workyear

FY 2002 Goal: 279

Baseline: FY 2001 Goal 262 FY 2000 Actual 284 FY 1999 Actual 231



Definition: This new indicator represents the average number of decisions on appeals of hearings processed per “direct” work year expended. A direct work year represents actual time spent processing cases. It does not include time spent on training, leave, holiday, etc. Decisions on appeals of hearings exclude decisions on new court cases, court remands, and quality assurance reviews.)

Data Source: Appeals Council Case Control System and Appeals Council Automated Processing System

Means and Strategies

Starting January 2000, SSA began implementing a major initiative to dramatically improve average processing times and productivity for hearings. Our strategy incorporates three major inter-related change initiatives that address the main impediments to a more efficient process. They are:

- **Process Improvements**—includes implementation of a national workflow model, processing time benchmarks and expanded use of pre-hearing conferences.

- **Group-Based Accountability**—Hearing Offices will be organized in self-contained processing groups under a group supervisor, each group responsible for processing the case through the entire hearings process.
- **Automation and Data Collection**—includes enhanced management information and processing tools.

The Hearings Process Improvement (HPI) key initiative, which is described further in Appendix 5, will improve service to hearings customers by reducing individual case processing

Performance Goals, Means and Strategies

times, improving quality and productivity and promoting individualized case management and improving employee satisfaction. Appendix 5 also provides a description of the approach, activities, and schedule of the Appeals Council Process Improvements (ACPI) key initiative, which focuses on improving productivity and the time required by the Appeals Council to process requests for review of hearings decisions. Short-term and long-

term initiatives outlined in the key initiative include elements such as differential case management techniques, training strategies that will shorten learning curves for newly promoted or hired employees, and information technology improvements.

Additional Key Initiatives described in Appendix 5 that support this objective are:

- ❖ **Speech Recognition Software**
- ❖ **Video Conferencing**

Strategic Objective:

By 2005, increase by 100 percent from 1999 levels, the number of SSDI and of SSI disability beneficiaries who achieve steady employment and no longer receive cash benefits.

Context

The Ticket to Work and Work Incentives Improvement Act of 1999 requires that the Agency implement strategies to assist beneficiaries to enter or re-enter the workforce. Medical and technological advancements make it possible for some disabled beneficiaries to engage in substantial gainful work. This new objective establishes indicators to accomplish this goal.

FY 2004. The system will identify and record beneficiaries who work at the Substantial Gainful Activity (SGA) level and who work at levels high enough to be in section 1619(b) status. These levels are sufficient to allow payments to Employment Networks. Employment Networks are providers of return-to-work services whom SSA has determined are eligible to participate in the Ticket to Work program. They may accept tickets from beneficiaries and are eligible to receive milestone and/or outcome payments from SSA, if certain conditions are met.

FY 2002 Performance Indicators and Goals

By 2005, SSA is committing to increase by 100 percent the number of SSDI and SSI disability beneficiaries who achieve steady employment and no longer receive cash benefits. The following two new indicators will measure our success in achieving these long term goals:

In the interim, we will continue to use the two indicators for increasing the number of beneficiaries beginning a trial work period and increasing the number of SSI disabled beneficiaries in 1619(a) status. We have also made a subtle change in the definition of the indicator for increasing the number of beneficiaries beginning a trial work period, effective FY 2001. Although the APP target has been based on fiscal year counts, we actually have been capturing the data on a calendar year (CY) basis and intend to so continue. Given that this is an "interim indicator" to be used until we move to our longer term measures of work activity, we are electing to continue to report this data on a CY basis so long as the indicator is in use.

- ❖ Percent increase in the number of DI beneficiaries whose benefits are suspended/terminated due to substantial gainful activity;
- ❖ Percent increase in the number of SSI disabled beneficiaries who no longer receive cash benefits due to work (1619b status).

Annual targets will be set once sufficient data for accurate measurement are available. We anticipate that data will be available from the new Ticket to Work system being developed by SSA by

Performance Goals, Means and Strategies

For 2002, our performance targets for the two indicators reflect a 5 percent increase over FY 2001 levels.

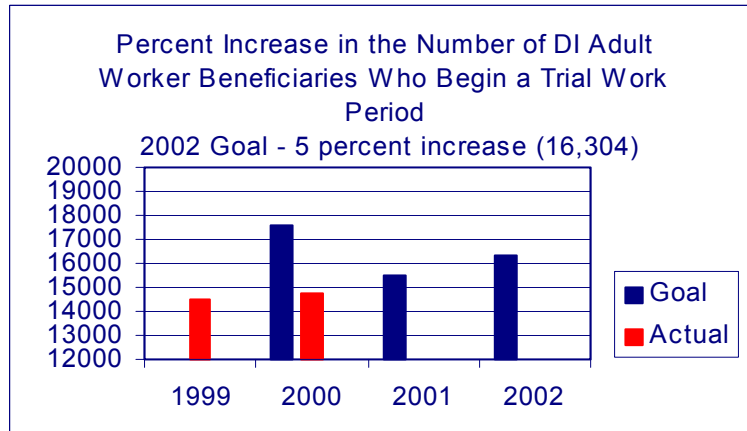
indicator which commits SSA to specific activities to implement the Ticket-to-Work and Work Incentives Improvement Act of 1999 and other employment strategies.

We have also added a third interim

Interim Indicator: Percent increase in the number of DI adult worker beneficiaries who begin a trial work period

FY 2002 Goal: 5-percent increase (16,304)

Baseline Data:	CY 2001 APP Goal 15,528	CY 2000 Actual 14,789	CY 1999 Actual 14,525
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Definition: Effective 2001, indicator represents the annual percentage increase over the prior year performance in the number of DI adult worker beneficiaries who begin a trial work period. In years prior the indicator represented the annual percentage increase relative to the base year 1997. Our CY 2001 goal is for a 5-percent increase over the CY 2000 actual level, equivalent to 15,528. Our CY 2002 goal is for a 5-percent increase over CY 2001, equivalent to 16,304. Beginning CY 2003, our goal will be for 10 percent annual increases.

Data Source: Master Beneficiary Record

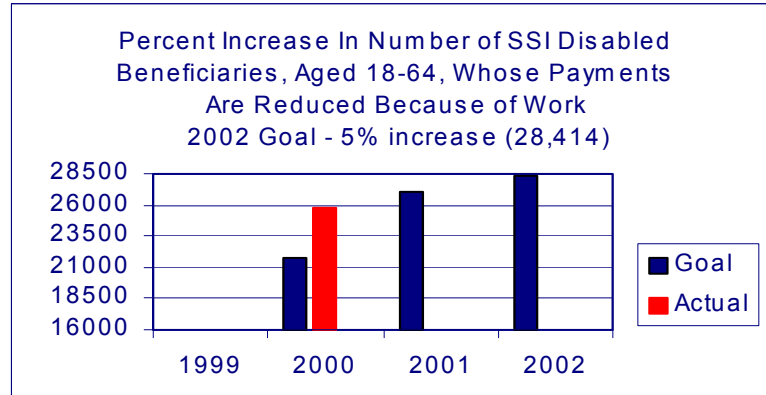
Increased Employment of Disability Beneficiaries

Social Security FY 2002 Annual Performance Plan

Interim Indicator: Percent increase in the number of SSI disabled beneficiaries, aged 18-64, whose payments are reduced because of work (i.e., participating in 1619(a) status)

FY 2002 Goal: 5 percent increase (28,414)

Baseline Data: FY 2001 APP Goal 27,061 FY 2000 Actual 25,772 FY 1999 Actual NA



Definition: Effective 2001, indicator represents the annual percentage increase over the prior year performance in the number of SSI disabled beneficiaries, aged 18-64 who are participating in 1619(a), i.e., working at the Substantial Gainful Activity level but still receiving benefits. In years prior the indicator represented the annual percentage increase relative to the base year 1997. Our FY 2001 goal is for a 5-percent increase over the FY 2000 actual level, equivalent to 27,061. Our FY 2002 goal is for a 5-percent increase from FY 2001 to FY 2002, equivalent to 28,414. Beginning FY 2003, our goals will be for 10 percent annual increases.

Data Source: "SSI Disabled Recipients Who Work" report

Interim Indicator: Activities to implement provisions of the TWSSP and other employment strategies.

FY 2002 Goal:

1. Begin payments to Employment Networks
2. Distribute Tickets to beneficiaries in Phase 2 States
3. Expand the number of Employment Support Representatives

Definition: This indicator represents milestones in implementing provisions of the TWSSP and other employment strategies.

Data Source: New data system being developed to allow SSA to administer the Ticket to Work program

Long-Term Indicator: Percent increase in the number of DI beneficiaries whose benefits are suspended/terminated due to substantial gainful activity

FY 2002 Goal: N/A (Note: there will be no targets for 2001/2002).

Long-Term Indicator: Percent increase in the number of SSI disabled beneficiaries who no longer receive cash benefits due to work (1619B status)

FY 2002 Goal: N/A (Note: there will be no targets for 2001/2002).

Means and Strategies

In Appendix 5, the key initiative for Employment Strategy for People with Disabilities explains how SSA will implement the Ticket-to-Work and Work Incentives Improvement Act of 1999. SSA has begun to implement the Ticket

to Work and Self Sufficiency Program (TWSSP) which will pay providers of return-to-work services if the beneficiaries leave the disability rolls due to work. Implementation milestones through FY 2004 will include:

❖ Award Program Manager contract	Sept. 2000
❖ Publish final regulations for Ticket to Work program	Aug. 2001
❖ Distribute Tickets to beneficiaries in Phase 1 States	Aug. 2001
❖ Expand number of Employment Support Representatives	Dec. 2001
❖ Begin payments to Employment Networks	Jan. 2002
❖ Distribute Tickets to beneficiaries in Phase 2 States	Jan. 2002
❖ Expand number of Employment Support Representatives	Dec. 2002
❖ Distribute Tickets to beneficiaries in remaining (Phase 3) States	Jan. 2003

SSA is collaborating with the Health Care Financing Administration to provide extended Medicaid coverage to the working disabled, and to provide extended Medicare coverage for SSDI beneficiaries who have gone to work.

SSA expanded the opportunity for disability beneficiaries to receive vocational rehabilitation (VR) services by contracting with alternate VR

providers in the public and private sector. SSA will continue to fund research projects that will broaden understanding of SSA's work incentives as well as projects that deliver direct services to beneficiaries and applicants. In 1998, SSA awarded cooperative agreements to 12 States under the State Partnership Initiative to develop projects to assist adult beneficiaries with disabilities to reenter the work force.

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In July 2000, SSA published draft regulations that change our rules regarding work, including increases to the substantial gainful activity amount, changes to the student earned income exclusion limits, and increases to the trial work period services amount.

SSA has created a new Employment Support Representative position to provide front-line service to beneficiaries and others in the disability community on work incentives. SSA's implementation plan calls for expansion

of the number of Employment Support Representatives in FY 2001 and FY 2002.

Beginning in FY 2000 and continuing, SSA is testing a unique enhancement to the continuing disability review process that evaluates the employment potential of younger beneficiaries. Areas such as language skills, functional capacity and emotional strengths will be assessed to determine the type of training, educational accommodations, and special equipment needed to successfully transition from school to work.

Strategic Objective: Improve or maintain the accuracy, timeliness and efficiency of service to postentitlement customers. Specifically by 2005:
❖ Have the capacity to take and process 99 percent of PE actions in a paperless environment.

Context:

Title II Redesign is an ongoing initiative to automate Title II postentitlement (PE) work in a real-time editing and online processing environment. A complete redesign of the Title II PE workloads processing systems and implementation of a paperless processing system will enable employees to process virtually all Title II PE work in a paperless environment. Similar automation efforts are underway for the SSI program. Processing time, accuracy and efficiency indicators will be developed once the objective is more specifically defined.

to managing our performance. Accuracy and timeliness are both important aspects of service and both of these attributes are measured. And because our ability to provide high quality service depends so heavily on making economical use of our resources, we also measure efficiency as an important business result. We therefore have an indicator to gauge our progress toward paperless processing of PE actions. A paperless process is one that collects or verifies data electronically, authenticates the identity of the external or internal customer, stores the needed information electronically and moves that information through the appropriate defined business process without using paper. At the end of the process, the work product is electronically stored with appropriate electronic audit and archival records.

FY 2002 Performance Indicators and Goals

The indicators under this objective emphasize a balanced, holistic approach

The following performance indicators are newly established for FY 2002 and do not have counterpart goals for FY 2001.

Indicator: PE Indicators (processing time, accuracy and efficiency)

FY 2002 Goal: N/A: Won't be developed in time for FY 2002 Annual Performance Plan.

Indicator: Have the capacity to take and process 99 percent of postentitlement actions in a paperless environment.

- FY 2002 Goal:**
1. Improve computations involving Workman's Compensation and allow additional storage of data.
 2. Add overpayment data collection to MSSICS.

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- Definition:
1. This goal will have been met if we develop, test, validate and implement release 2.1 of Title II Redesign.
 2. This goal will have been met if we develop, test, validate and implement release 4.5 MSSICS.

Data Source: Office of Systems 5-Year Plans

Means and Strategies

Because PE activities are so varied in scope, a single numeric objective to track progress in achieving this objective is not practical. To help us better serve our PE customers,

we will develop a set of performance goals and indicators for accuracy, timeliness and efficiency of PE services that best represent overall Agency performance.

Strategic Objective:

Maintain through 2005 the accuracy, timeliness, and efficiency of service to customers applying for Social Security numbers and replacement cards.

Context:

The Social Security number is the cornerstone of all that we do at the Social Security Administration. The Social Security number is that identifier used in all employment situations and for tracking earnings, which are later used to determine benefit eligibility and benefit amounts.

to managing our performance. Accuracy and timeliness are both important aspects of service and both of these attributes are measured. And because our ability to provide high quality service depends so heavily on making economical use of our resources, we also measure efficiency as an important business result.

FY 2002 Performance Indicators and Goals

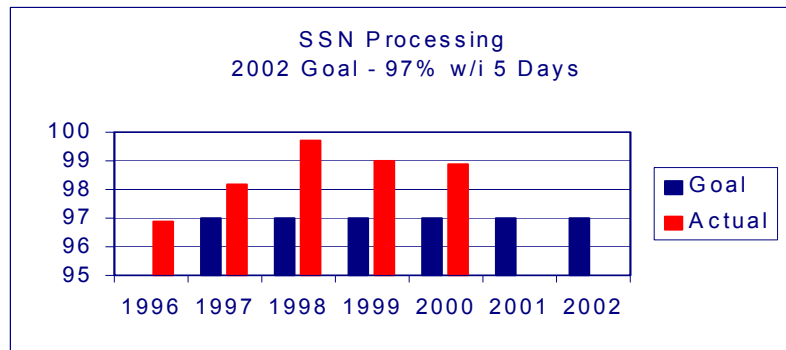
The indicators under this objective emphasize a balanced, holistic approach

The first two performance indicators are continued from prior annual plans. We are currently developing an efficiency indicator for SSN processes.

Indicator: Percent of original and replacement SSN cards issued within 5 days of receiving all necessary documentation

FY 2002 Goal: 97%

Baseline Data: FY 2001 APP Goal 97% FY 2000 Actual 98.9% FY 1999 Actual 99%



Definition: This rate is the number of original and replacement SSNs issued within 5 days of the date all documentation is received by the field office divided by the total number of requests. The issuance date is defined as the date when the printed cards are delivered to SSA's mail operation. Data exclude SSNs assigned via the Enumeration-at-Birth process and the time associated with the delivery of the SSN card to the applicant.

Data Source: Field Office Social Security Number Enumeration Report

Performance Goals, Means and Strategies

range from sharing information to the actual processing of each other's work and include:

Department of the Treasury--SSA assigns SSNs to individuals of all ages; permitting individuals to submit and be claimed as dependents on tax returns and for other uses in tax enforcement and collection. SSA provides IRS forms 1099 and 1042 to individuals for use in reporting taxable Social Security benefits. Using information provided by SSA, Treasury prepares paper Social Security/SSI checks and information for direct-deposit benefit payments.

Department of Health and Human Services--SSA performs work related to entitlement to Hospital Insurance and Supplementary Medical Insurance on behalf of HCFA. SSA determinations of disability are controlling for decisions in most States concerning Medicaid eligibility for disabled individuals, and SSA determinations of SSI eligibility create automatic entitlement to Medicaid coverage in certain States.

Department of Labor--SSA and DOL have instituted a cooperative arrangement in administration of the Black Lung program.

Department of Agriculture--SSA and Agriculture coordinate on the verification of eligibility status of food stamp applications and joint eligibility processing under SSI. SSA field offices take some applications for food stamps. SSA also shares information with State agencies that administer the USDA food stamp program.

Department of the Interior--SSA works with the Bureau of Indian Affairs to

coordinate provisions of local services at the reservation level.

Department of Justice--SSA works closely with Immigration and Naturalization Service (INS) to ensure the accuracy of SSNs assigned to aliens.

Department of State (DOS)--Foreign Service Posts do work for SSA overseas, including taking claims for benefits. We are working to transfer to DOS collection of enumeration information for some visa applicants as part of the enumeration process.

Department of Veterans Affairs--SSA and VA exchange data regarding veterans benefits and use each other's medical findings to adjudicate claims. SSA and VA coordinate services in some veterans' hospitals.

Federal Court System--Appeals of SSA eligibility and payment decisions are heard and decided in the Federal courts; courts handle recovery of court-ordered restitutions.

Federal Interagency Coordinating Council--SSA is one of several Federal agency members of the Federal Interagency Coordinating Council (FICC). The FICC facilitates coordination of resources at the Federal level for the purpose of strengthening the service system for young children with disabilities and their families.

Federal Reserve System--Payments to be made via electronic funds transfer are effected through information passing through the Automated Clearinghouse.

Government Information Technology Services Board--SSA is working with

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other Federal agencies to develop a policy and legal framework for employees and citizens to use in conducting government business electronically. SSA expects to pilot several customer services on the Internet with Treasury, VA and GSA to test the framework.

Legal Services Corporation--Legal services programs provide representation for SSA claimants and beneficiaries in the applications and appeals processes.

National Automated Clearinghouse Association (NACHA)--SSA is participating with financial institutions, Treasury and certain States to develop a

policy and legal framework that can be used for the government to conduct business using electronic means.

U.S. Postal Service--USPS provides benefit-check and notice delivery and associated services as well as address change notifications/verifications.

Legislation and regulations

Various features to improve the Disability Claims Process, if approved for implementation will require regulations. In addition, we will publish regulations as we implement return-to-work legislation.