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

Unlike our four other strategic goals that address SSA's core functional responsibilities, this goal addresses the Agency's most important asset--the employees of SSA. The focus of this goal is to ensure that SSA continues to have the highly skilled, high performing and highly motivated workforce that is critical to achievement of our mission. It also reflects SSA's conviction that employees deserve a professional environment in which their dedication to the SSA mission and to their own goals can flourish together.

The following Objectives support this Strategic Goal:

- ❖ To provide the necessary tools and training to achieve a highly skilled and high-performing workforce
- ❖ To provide a physical environment that promotes the health and well being of employees
- ❖ Promote an Agency culture that successfully incorporates our values
- ❖ Create a workforce to serve SSA's diverse customers in the twenty-first century

Strategic Objective: To provide the necessary tools and training to achieve a highly skilled and high-performing workforce

Context

This objective recognizes that highly-skilled employees are the key to achieving our strategic goals and objectives. 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. Potential program changes, an increasingly diverse customer base, and the "baby boom" workloads present further challenges. SSA is taking a number of actions in FY 2001 to address these challenges, including implementing a workforce transition plan, utilizing competency-based human resource tools, and implementing career development and leadership training programs.

FY 2001 Performance Indicators and Goals

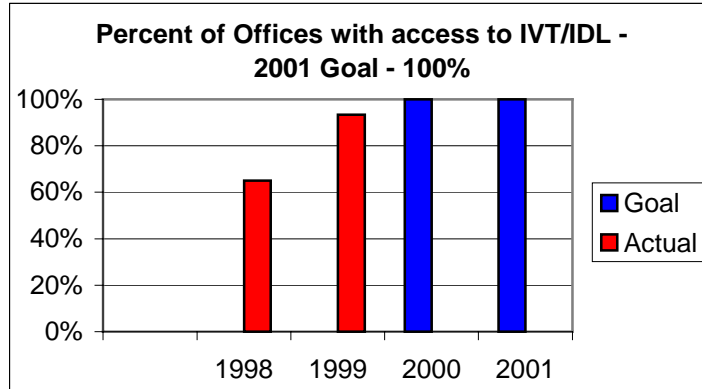
The ultimate measures of success for this objective, and all the other objectives that support this strategic goal, are the attainment of our other strategic goals--world-class service, best-in-business program management, valued and responsive programs, and a knowledgeable public. The following indicators measure our progress in implementing major initiatives that support this objective.

Social Security Initial FY 2001 Annual Performance Plan

Indicator: Percent of offices with access to Interactive Video Teletraining/Interactive Distance Learning (IVT/IDL)

FY 2001 Goal: 100%

Baseline Data: FY2000 APP Goal 100% FY1999 Actual 93.4% FY1998 Actual 65%



Definition: This indicator was redefined in the FY 2000 APP to reflect the number of offices, either equipped with IVT/IDL or within 30 minutes commuting distance of another SSA location that has IVT/IDL, as a percent of total offices. The FY 1999 APP indicator reflected the number of offices receiving IVT/IDL as a percent of the total offices planned to be equipped with IVT/IDL.

Data Source: Internal Office of Training counts

Indicator: Formal management development programs implemented

FY 2001 Goal: All national Leadership Programs continued; decisions on future Senior Executive Service Candidate Development Program & Advanced Leadership Program have yet to be made

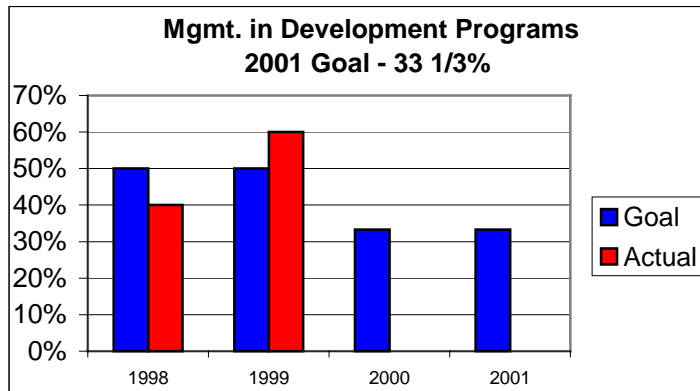
Definition: Goals for this indicator represent milestones, i.e., announcement, selection and implementation for management development programs.

Data source: Office of Training records

Indicator: Percent of managerial staff participating in management/leadership development experiences

FY 2001 Goal: 33 1/3%

Baseline Data: FY2000 APP Goal 33 1/3% FY1999 Actual 60% FY1998 Actual 40%



Definition: Number of managerial employees, those with position descriptions designated as supervisory, who participate in at least one training experience during a fiscal year. Initially all managerial employees will receive an experience over a two-year period, with an ongoing goal of 1/3 annually beginning in FY 2000.

Data Source: Internal Office of Training counts

Means and Strategies

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

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, i.e., capabilities or traits that employees need to achieve superior job performance as we progress into the 21st century. 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.

Enabling Technology: In SSA's rapidly changing environment, employees have to adapt quickly to policy and systems changes, perform a wider variety of functions, employ multiple automated systems and master new technologies. At the same time, workload demands minimize the time employees 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 access to interactive video training.

SSA will also be continuing to examine, test, and, as appropriate, implement promising alternative technological approaches, such as the Intranet and Internet for delivering training materials electronically.

National Career and Leadership Development Programs: The major strategy for these training programs is to transform SSA into a learning organization. Our employees need to be able to maintain new skills and learn new ones in order to assimilate, understand, and adapt appropriately to our changing operating environment.

Social Security Initial FY 2001 Annual Performance Plan

- ❖ SSA will create a continuous approach to leadership development for all managers. We will define and put 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.
- ❖ Four formal programs will be 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**

Appendix 3 includes additional information on the following Key Initiatives that support this objective:

- ❖ **Competency-Based Human Resource Tools**
- ❖ **Integrated Human Resources System**
- ❖ **Interactive Video Teletraining**
- ❖ **Leadership Training/Career Development**
- ❖ **Electronic Records Management**
- ❖ **Automated Time and Attendance**
- ❖ **IWS/LAN**

Strategic Objective: To provide a physical environment that promotes the health and well being of employees

Context

This objective continues SSA’s commitment to create a safe, secure and professional environment for our employees.

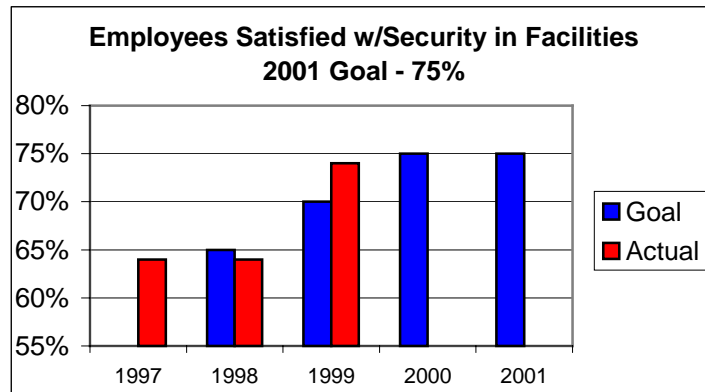
FY 2001 Indicators and Goals

SSA uses employee survey information to assess the effectiveness of our efforts to improve the physical environment. The following indicators reflect progress of the initiatives we are implementing to achieve this objective.

Indicator: Percent of employees reporting they are satisfied with the level of security in their facility

FY 2001 Goal: 75%

Baseline Data: FY2000 APP Goal 75% FY1999 Actual 74% FY 1998 Actual 64%



Definition: Results of employee surveys determined the perception employees have of physical and protective security. The computation of this rate is the number of employees who rate security as satisfactory or better divided by the total number of employees responding to that question.

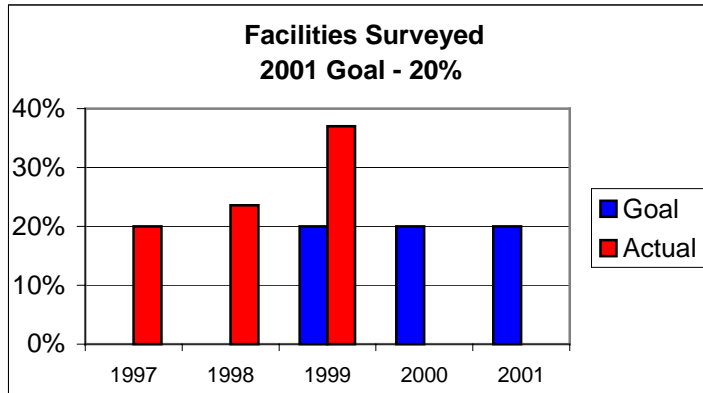
Data Source: SSA Employee Physical Security Survey

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Indicator: Percent of environmental indoor air quality surveys completed and percent of corrective actions taken when called for

FY 2001 Goal: Survey 20% of facilities; complete 75 percent of corrective actions

Baseline Data:	FY2000 APP Goal	FY1999 Actual	FY 1998 Actual
	20% surveyed	37% surveyed	23.6% surveyed
	75% actions taken	76% actions taken	75% actions taken



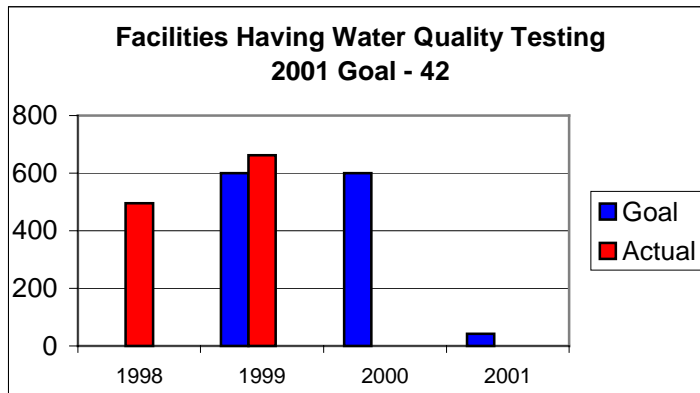
Definition: Indoor Air Quality (IAQ) surveys are conducted in 20 percent of the non-headquarters facilities each fiscal year. The percent of surveys completed is based on 1,800 surveys: (1,500 facilities and an allowance for 300 potential additional surveys required for offices that relocate). The percent of corrective actions taken is the result of dividing the number of required corrective actions and interim protective measures that have been implemented by the total number of required corrective actions identified by the surveys.

Data Source: Comprehensive IAQ Survey Reports

Indicator: Number of facilities having water quality testing and percent of corrective actions taken when called for

FY 2001 Goal: 42 facilities tested; 100 percent of corrective actions taken

Baseline Data:	FY2000 APP Goal	FY1999 Actual	FY 1998 Actual
	600 facilities tested	662 facilities tested	496 facilities tested
	100% actions taken	100% actions taken	100% actions taken



Definition: A number of SSA field facilities will receive water sampling each year and remediation will be done in 100 percent of offices identified with contaminants. The computation of this rate is the number of offices requiring remediation divided by the number of offices identified to have drinking water with elevated contaminant levels.

Data Source: Water Sampling Survey Report

Indicator: Number of relocated offices having security surveys and percent of SSA accepted security recommendations implemented

FY 2001 Goal: 150 offices surveyed; 87 percent SSA accepted recommendations implemented

Baseline Data:	FY2000 APP Goal	FY1999 Estimate	FY 1998 Actual
	150 offices surveyed	NA	NA
	85% accepted recs	NA	NA

Definition: A contractor will perform security surveys for all SSA field offices that relocate during a fiscal year. Recommendations from the contractor will be accepted for implementation if the Agency's management deems them appropriate in context of other service delivery factors. For example, a recommendation that would create unnecessary barriers between SSA employees and customers may be considered unacceptable.

Data Source: Physical security reviews

Means and Strategies

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. These programs are carried out in the following key initiatives:

- ❖ **Enhance the Environmental Health and Physical Security of the Workplace**
- ❖ **Space Modernization and Improvements**

Strategic Objective: **Promote an Agency culture that successfully incorporates our values**

Context

An organization's culture is comprised of shared practices and values of the group. Research in the private sector has shown that when companies devise new strategies and processes that make good business sense, but ignore their organization's culture, the strategy can be derailed. This objective acknowledges the direct correlation between the culture of an organization and its performance.

FY 2001 Performance Indicators and Goals

At present, SSA does not have a means for measuring performance under this objective. In FY 1999, SSA conducted a benchmark analysis to establish a baseline of information about our current culture. Once a baseline is established and a strategy for change is developed, we will identify appropriate indicators of progress.

Indicator: **Create Strategy to Instill Values**

FY 2001 Goal: Implement strategy

Definition: Criteria for meeting this goal will be specified once a baseline is established and a strategy of change is developed.

Data source: NA

Means and Strategies

Like most large organizations, SSA has many sub-cultures, encompassing a wide range of behaviors and practices. Currently, there are no objective measures of what they are. Therefore, SSA plans to establish a baseline of information about current culture, analyze where we are and where we want to be and, finally, design a strategy to achieve desired change. SSA’s Executive Staff will reexamine SSA’s values as stated in the Agency Strategic Plan to determine whether they are appropriate for the future, will define a vision of the desired culture, and will set priorities for cultural change. SSA will also employ benchmarking to determine how other organizations measure their cultures, communicate what they want their cultures to be, and implement/evaluate the change process.

Strategic Objective: Create a workforce to serve SSA’s diverse customers in the twenty-first century

Context

This objective addresses the need for SSA to begin now to create a workforce that will be able to respond to unfolding changes in the world--the changing face of our customers, the changing character of the nation’s workforce and the changing work of SSA.

FY 2001 Performance Indicators and Goals

The following indicators measure our progress in implementing major initiatives that support this objective.

Indicator: Complete Agency plan for transitioning to the workforce of the future

- FY 2001 Goal:**
1. Implement and update transition plan
 2. Develop and implement action items from employee survey

Definition: Goals for this indicator represent milestones in the Agency workforce transition plan for accomplishing the actions necessary to meet SSA’s future workforce needs.

Data Source: NA

Means and Strategies

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. Potential program changes, an increasingly diverse customer base, and the “baby boom” workloads present further challenges. While not an exhaustive list of the actions SSA is taking to address these challenges, the following will be major areas of emphasis for the next few years:

Social Security Initial FY 2001 Annual Performance Plan

Competency-Based Human Resources Tools: SSA is developing a tool to identify competencies necessary for effective performance in each SSA job. The tool will also be capable of assessing whether employees possess those competencies. This model will provide a competency-based framework for training, hiring and other human resources functions.

Workforce Transition Planning: A transition plan has been developed to cover a 5-year span, and it will be updated annually to extend for additional periods into the future. As input to the plan, and as part of the Agency's Market Measurement Program, SSA is surveying 100 percent of employees in FY 2000 to determine to what extent employees are satisfied with policies, employee services, tools, environment, the efficiency of work processes, and other factors affecting the workforce. Survey results will be used to help the Agency identify problem areas needing attention.

In updating the plan each year, SSA will determine how the Agency's key initiatives for change will affect employees in each operating component as well as any new knowledge, skills and abilities that will be needed within the strategic planning horizon. SSA will continue to develop and implement a strategy to guide hiring practices, to provide the training that staff will need to perform well in the changing environment, and to address the "retirement wave" expected in the future.

The plan encompasses program reform, the ever-increasing diversity in SSA's customers and employees, and the potential shortage of appropriately skilled people in the labor pool from which SSA will be recruiting. This effort will be closely coordinated with SSA's objective to position our resources and processes to meet emerging workloads.

The appendix includes additional information on the following Key Initiatives that support this objective:

- ❖ **Competency-Based Human Resource Tools**
- ❖ **Create Strategy to Instill Values**
- ❖ **Diverse Workforce/Transition Plan**
- ❖ **Integrated Human Resources System**
- ❖ **Interactive Video Teletraining**
- ❖ **Leadership Training/Career Development**
- ❖ **Market Measurement Program**

Crosscutting Areas with Other Agencies

Many Federal agencies, including the U.S. Department of Agriculture and Department of the Navy, benchmark SSA's training and developmental activities.

Strategic Goal: To strengthen public understanding of Social Security programs

This goal addresses SSA's basic responsibility to the public to ensure that they understand the benefits available to them individually under the Social Security programs and the impact of the programs on society as a whole. To achieve this goal, SSA's FY 2001 budget requests an estimated \$104 million. This includes \$83 million for the issuance of 126 million Social Security Statements (formerly the Personal Earnings and Benefit Estimate Statements (PEBES)), as well as \$21 million for the salaries and expenses of the Office of Communications for development, production and distribution of public educational products and associated external liaison activities.

Strategic Objective: By 2005, nine out of ten Americans will be knowledgeable about the Social Security programs in five important areas

Context

SSA's strategic objective is to ensure that 9 out of 10 Americans age 18 and older will be knowledgeable in the following five important areas of the Social Security programs:

- ❖ Basic program facts
- ❖ Financial value of programs to individuals
- ❖ Economic and social impact of the programs
- ❖ How the programs are financed today
- ❖ Financing issues

FY 2001 Performance Indicators and Goals

In FY 1999, SSA initiated the SSA Public Understanding Measurement System (PUMS), designed to determine the baseline measure of public knowledge of social security programs and to provide SSA with the means to track changes in public knowledge through the year 2005. Based on methodology developed by the Gallup Organization, who conducted the initial PUMS Survey for SSA, SSA determined that the public's baseline knowledge of social security programs is 55 percent, or 5.5 of 10 Americans. This new performance indicator replaced the indicator, "percent of the public who perceive they are 'very well-informed' or 'fairly well-informed' about Social Security" which was based on an external data source and used in the previous APP.

The other indicator under this objective relates to the dissemination of the Social Security Statement, a key tool for informing the public.

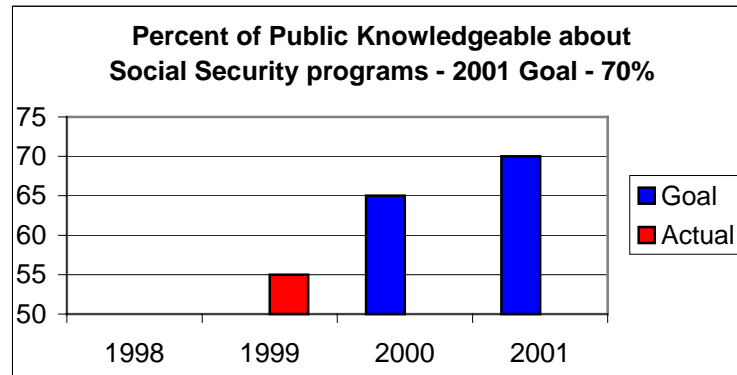
Social Security Initial FY 2001 Annual Performance Plan

SSA has established an FY 2001 performance goal that 70 percent, or 7 of 10 Americans (adults age 18 and over) will be knowledgeable as determined in the annual PUMS survey, which will be conducted in the fall of each year.

Indicator: Percent of public who are knowledgeable about Social Security programs

FY 2001 Goal: 70%

Baseline Data: FY2000 APP Goal 65% FY1999 Actual 55% FY1998 Actual N/A



Definition: Percent of Americans (adults age 18 and over) determined as “knowledgeable” in the annual PUMS Survey.

Data Source: Annual public survey of adults age 18 and over

Indicator: Percent of individuals issued SSA-initiated Social Security Statements as required by law

FY 2001 Goal: 100%

Baseline Data: FY2000 APP Goal 100% FY1999 Actual 100% FY1998 Actual 100%

Definition: As required by law, in FY 2000 SSA begins to issue annual Social Security Statements to all eligible workers age 25 and over beginning in FY 2000. SSA estimates it will issue 123 million statements in FY 2001 to meet this requirement, in addition to 3 million issued upon request, for an annual total of 126 million.

Data Source: Internal SSA report of Statements mailed weekly.

Means and Strategies

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

Public Understanding Measurement System (PUMS): Annually, FY 2001 through FY 2005, SSA plans to repeat its PUMS survey each fall to track its progress in achieving the performance objective and to establish yearly performance targets based on the results

of the annual PUMS survey data. In FY 2001, we will also conduct quarterly surveys in several SSA Regions to determine the effectiveness of specific public education activities in strengthening public knowledge of Social Security and to improve our national communications plan.

Educate the Public about Social Security: This initiative includes the development of public education products and strategies designed to strengthen public understanding as well as the associated public presentations and other liaison activities with national organizations. All products and specific activities under this initiative are tailored to reach audiences identified in the PUMS initiative and other sources.

A major activity under this initiative involves the Social Security Statement (formerly the Personal Earnings and Benefit Estimate Statement (PEBES)), a report of the life-long earnings record maintained by SSA on each worker covered by Social Security and an estimate of the worker's potential future Social Security benefits. As required by law, in FY 2000, SSA began issuing Statements to all eligible workers age 25 and over for whom we can obtain a mailing address from the IRS. In FY 2001 we will continue with a major public education campaign to let people know they will be getting the Statement and how the information can help them plan their own financial future based on an increased understanding of Social Security programs.

The PUMS Survey indicated that persons who received a Social Security Statement have a significantly greater knowledge level than those who did not. The annual PUMS survey will help track customer satisfaction with the clarity and effectiveness of the Statement in raising public knowledge of Social Security programs.

Ambassadors Program: SSA recognizes that its greatest strength lies in the knowledge and skills of its employees and that every SSA employee is an "ambassador" for the Social Security programs. In FY 2001, SSA will continue its Ambassador program, stressing the value of the Social Security Statement and disseminating the PUMS survey results. Additionally, we will continue to train new field office managers and public affairs specialists in basic communications skills and conduct our Annual National Public Affairs training for all SSA public affairs specialists. We have folded in the Ambassadors Program into our Educate the Public key initiative to assure consistency of our internal (employee) and external (public) education programs.

Additional information is provided in the appendix on the Key Initiative, **Strengthening Public Understanding of the Social Security Programs.**

VI. Verification and Validation of Performance Measures

General Discussion

SSA is committed to ensuring that those who use our reported performance information to make decisions can do so with the assurance that our data are valid and reliable.

The Section V discussion on “Performance Goals, Means and Strategies” includes a detailed definition of each of the plan’s performance measures as well as the data source used to measure performance.

Performance data for the plan’s quantifiable measures, including the budgeted output measures, are generated by automated management information and workload measurement systems as a byproduct of routine operations.

The performance level for several indicators relating to the accuracy of our processes and public satisfaction comes from surveys and workload samples designed to achieve very high levels (usually 95 percent confidence level) of statistical validity. The Office of Quality Assessment (OQA) reviews a stratified sample of recently completed actions and of ongoing entitlement rolls to determine the accuracy of SSA payments and service transactions.

To help ensure the integrity of management information (MI) data, SSA implemented a Management Information Integrity Monitoring (MIIM) team in February 1998. The MIIM team serves as the clearinghouse for resolving allegations of inappropriate practices affecting MI. Line managers and staff throughout the Agency also review MI data regularly to identify anomalies and correct reporting problems.

For those indicators for which SSA can not define performance goals in an objective, quantifiable form, descriptive statements are provided on how we will consider the goal to have been achieved.

Program Performance Report

SSA’s annual Accountability Report has been the vehicle used to report on SSA’s key goals and performance measures as well as the Agency’s progress in meeting its GPRA goals. SSA is continuing to use the Accountability Report as the program performance report for reporting on performance for FY 1999 and beyond.

The Accountability Report describes, in detail, SSA’s comprehensive program of conducting reviews of management and security controls in both SSA’s administrative and programmatic processes and in accounting controls in financial management systems. The effectiveness of these reviews was confirmed when the independent accounting firm of PricewaterhouseCoopers performed its FY 1998 financial audit of SSA processes and systems. Such reviews and assessments assure that our systems are

secure and not vulnerable to manipulation by intruders, and confirm SSA's confidence in the reliability of its performance data.

Role of the Inspector General

The Office of the Inspector General (OIG) plays a key role in assuring that the data systems used by SSA to measure performance are reliable. Each year since 1998, the OIG's workplan has included reviews of SSA performance measures in which the OIG evaluates the processes and systems being used to measure progress in each of the measured areas, so as to assure that they provide reasonable assessments of performance. So far, the OIG surveyed the existence of sources of information for the 68 performance measures (i.e., indicators) appearing in SSA's FY 1999 APP, and found that SSA has methods to collect data for all indicators.

The OIG is currently auditing several performance measures contained in SSA's FY 1999 and FY 2000 APPs. SSA is taking appropriate action to correct any reported deficiencies. These actions may include disclosure of data gaps, changes in performance measures, improvements to or additions of data collection systems, or some combination thereof.

For example, the OIG identified two deficiencies with regard to the data used to measure the accuracy of Social Security number card processing and the accuracy and timeliness of earnings posted to individuals' records by September 30. In response, our Revised Final FY 2000 APP and FY 2001 APP correct the definition of the former indicator and clarify that self-employment earnings are not included in the latter measure. The OIG also found a weakness in the system SSA uses to measure SSI debt management. In July 1999, we implemented a new software release that improves control over SSI debts and collections, and results in SSA having more and better information to accurately measure SSI debt management.

The OIG uses a four-point approach to reviewing SSA's performance measures:

1. Assess SSA's system capacity to produce performance data;
2. Assess whether reported performance measure data is valid;
3. Ensure that SSA has the appropriate measures to indicate vitality of its programs;
and
4. Ensure that the performance measures fully capture the program segments that they are intended to capture.

General Accounting Office Reviews

In its review of SSA's FY 2000 APP, the General Accounting Office (GAO) found that the plan "provides general confidence that agency performance information will be credible." The GAO noted that SSA's annual Accountability Report provides additional assurances of credibility in its discussion of systems reviews that are routinely performed by independent contractors as well as SSA's actions to respond to their recommendations.

Coordinated Agency Evaluation Plan

Each fiscal year, SSA develops a coordinated Agency evaluation plan. All key components involved in the evaluation function, including the OIG, conduct a joint review of evaluation workplans to assure an appropriate match between planned evaluation activities and Agency priorities, identify and address any gaps in needed information and eliminate any overlap or duplication.

Additional information on the Agency Evaluation Plan is provided in Appendix 4.

VII. Summary of SSI Program Management Improvement Goals

Successful management of the SSI program depends on the Agency's ability to properly administer the public funds that are entrusted to its care. SSA is committed to managing the SSI program as efficiently and accurately as possible. To that end, SSA is taking significant measures to strengthen the integrity of the SSI program. These measures include improving SSI payment accuracy, continuing to carry out our aggressive 7-year plan of CDRs, improving debt collection and combating SSI program fraud. The following table presents a holistic view, which cuts across all relevant strategic objectives, of the Agency's performance goals related to improving SSI program management. The means and strategies for achieving these performance goals are discussed under the relevant strategic objectives in Section V.

Objective: To promote policy changes, based on research and evaluation analysis, that shape the SSI program in a manner that protects vulnerable populations, anticipates the evolving needs of SSI populations, and integrates SSI benefits with other social benefit programs to provide a safety net for aged, blind, and disabled individuals.

Performance Indicator	FY 2001 Goal
Identification, development, and utilization of appropriate barometer measures for assessing the effectiveness of the SSI program	Prepare summary and analysis on the barometer measures
Preparation of a report and completion of data collection on the SSI Childhood Disability Survey in order to assess the impact of welfare reform, identify areas of potential policy change, and develop options as appropriate	Complete interviewing for the first wave on the SSI Childhood Disability Survey
Preparation of analyses on sources of support for the SSI population in order to identify areas for better coordination with other social benefits and develop options as appropriate	Prepare analyses and report on child support enforcement.
Preparation of analyses of complex SSI policies	Prepare analyses on SSI simplification opportunities.

<i>Objective: To make benefit payments in the right amount</i>	
Performance Indicator	FY 2001 Goal
<ul style="list-style-type: none"> Dollar accuracy of SSI payment outlays: % w/o overpayments 	95.5%
<ul style="list-style-type: none"> SSI non-disability redeterminations conducted 	2,050,000
<i>Objective: To become current with DI and SSI CDR requirements by 2002</i>	
Performance Indicator	FY 2001 Goal
<ul style="list-style-type: none"> Percent of multi-year (FY 1996-2002) CDR plan completed 	83%
<ul style="list-style-type: none"> CDRs processed (includes 728,000 SSI-only CDRs) 	1,729,000
<i>Objective: To aggressively deter, identify and resolve fraud</i>	
Performance Indicator	FY 2001 Goal
<ul style="list-style-type: none"> SSI dollar amounts reported from investigative activities 	\$90 million
<i>Objective: To increase debt collections by 7 percent annually through 2002</i>	
Performance Indicator	FY 2001 Goal
<ul style="list-style-type: none"> SSI debt collected 	\$732.7 million

VIII. Summary of Management Improvement Goals for Social Security and Supplemental Security Income Disability Programs

SSA is committed to fairly, effectively, and efficiently administering disability programs that protect millions of Americans and their families. To that end, SSA has a broad but comprehensive strategy that involves taking action in several areas. We will improve the management of the disability programs for our beneficiaries by addressing longstanding issues of improved administrative efficiency and greater consistency in our decisionmaking processes. We also will provide equal emphasis to safeguarding the integrity of the programs, improving return-to-work opportunities for people with disabilities, and increasing our understanding of disability issues through targeted research. The following table presents a holistic view, which cuts across all relevant strategic objectives, of the Agency's performance goals related to improving the SSDI and SSID programs. The means and strategies for achieving these performance goals are discussed under the relevant strategic objectives in Section V.

Objective: To promote policy changes, based on research and evaluation analysis, that shape the OASI and DI programs in a manner that takes account of future demographic and economic challenges, provides an adequate base of economic security for workers and their dependents, and protects vulnerable populations.

Performance Indicator	FY 2001 Goal
<ul style="list-style-type: none"> • Identification, development, and utilization of appropriate barometer measures for assessing the effectiveness of OASDI programs • Preparation of analyses and reports on the effect of OASDI programs on different populations in order to identify areas for policy change and develop options as appropriate 	<ul style="list-style-type: none"> • Prepare summary and analysis on the barometer measures • Prepare reports on: <ol style="list-style-type: none"> (1) Effect of OASDI programs on various subgroups of beneficiaries, including women, minorities, and low-wage workers; (2) Study on characteristics of people receiving DI benefits; (3) Analysis of the effect of changes in Social Security retirement benefits on the DI program

<ul style="list-style-type: none"> • Preparation of analyses and reports on demographic, economic, and international trends and their effects of OASDI programs in order to anticipate the need for policy change and develop options as appropriate • Preparation of research and policy evaluation necessary to assist the Administration and Congress in developing proposals to strengthen and enhance the solvency of OASDI programs 	<ul style="list-style-type: none"> • Prepare analyses on the following topics: <ol style="list-style-type: none"> (1) Labor force transitions in the elderly population; (2) Lump-sum payments from employer pensions; (3) Differences across subgroups in saving; (4) International retirement policy reforms • Prepare analyses on the distributional and fiscal effects of solvency proposals developed by the Administration, Congress, and other policy makers (we will analyze new proposals and/or modify analyses of previous proposals based on new data)
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Objective: To promote policy changes, based on research and evaluation analysis, that shape the SSI program in a manner that protects vulnerable populations, anticipates the evolving needs of SSI populations, and integrates SSI benefits with other social benefit programs to provide a safety net for aged, blind, and disabled individuals.

Performance Indicator	FY 2001 Goal
<ul style="list-style-type: none"> • Preparation of a report and completion of data collection on the SSI Childhood Disability Survey in order to assess the impact of welfare reform, identify areas of potential policy change, and develop options as appropriate 	<ul style="list-style-type: none"> • Complete interviewing for the first wave of the SSI Childhood Disability Survey

Objective: To promote policy changes, based on research and evaluation analysis, that shape the disability program in a manner that increases self-sufficiency and takes account of changing needs based on the medical, technological, demographic, job market, and societal trends.

Performance Indicator	FY 2001 Goal
<ul style="list-style-type: none"> • Increase in the number of DI adult worker beneficiaries who begin a trial work period • Increase in the number of SSI disabled beneficiaries, aged 18-64, who are working • Preparation of a research design to develop techniques for validating medical listings 	<ul style="list-style-type: none"> • 10% • 10% • Prepare a preliminary report on the development of the validation methodology

FY 2001 Annual Performance Plan

<ul style="list-style-type: none"> • Preparation of reports on results of the National Study of Health and Activity in order to identify potentially eligible disabled populations, interventions that enable continued work effort among the disabled, and guide changes to the disability decision process • Prepare analysis of alternative return-to-work strategies 	<ul style="list-style-type: none"> • Initiate main study data collection • Design and initiate implementation of demonstration projects
<p><i>Objective: To raise the number of customers who receive service and payments on time</i></p>	
<p align="center">Performance Indicator</p>	<p align="center">FY 2001 Goal</p>
<ul style="list-style-type: none"> • Initial disability claims average processing time (days) 	<p align="center">117 days</p>
<ul style="list-style-type: none"> • Hearings average processing time (days) 	<p align="center">208 days</p>
<ul style="list-style-type: none"> • Percent increase in PPWY in hearings process 	<p align="center">14%</p>
<p><i>Objective: To make benefit payments in the right amount</i></p>	
<p align="center">Performance Indicator</p>	<p align="center">FY 2001 Goal</p>
<ul style="list-style-type: none"> • DDS net decisional accuracy rate 	<p align="center">97.0%</p>
<ul style="list-style-type: none"> • DDS allowance performance accuracy rate 	<p align="center">96.5%</p>
<ul style="list-style-type: none"> • DDS denial performance accuracy rate 	<p align="center">93.4%</p>
<ul style="list-style-type: none"> • OHA decisional accuracy rate 	<p align="center">87.0%</p>
<p><i>Objective: To become current with DI and SSI CDR requirements by 2002</i></p>	
<p align="center">Performance Indicator</p>	<p align="center">FY 2001 Goal</p>
<ul style="list-style-type: none"> • Percent of multi-year (FY 1996-2002) CDR plan completed 	<p align="center">83%</p>
<ul style="list-style-type: none"> • CDRs processed 	<p align="center">1,729,000</p>
<p><i>Objective: To aggressively deter, identify and resolve fraud</i></p>	
<p align="center">Performance Indicator</p>	<p align="center">FY 2001 Goal</p>
<ul style="list-style-type: none"> • OASDI dollar amounts reported from investigative activities 	<p align="center">\$55 million</p>
<ul style="list-style-type: none"> • SSI dollar amounts reported from investigative activities 	<p align="center">\$90 million</p>

Objective: To increase debt collections by 7 percent annually through 2002	
Performance Indicator	FY 2001 Goal
<ul style="list-style-type: none"> • OASDI debt collected • SSI debt collected 	\$1,364.1 million \$ 732.7 million

IX. Summary of Hearings Process Improvement Goals

SSA is committed to a customer-focused hearings process that is more timely and efficient. To that end, SSA is implementing a hearings process improvement (HPI) plan to further improve service to the hundreds of thousands of individuals who, each year, request hearings at our Office of Hearings and Appeals.

The HPI plan differs from the traditional approach of committing additional resources to the hearings process. It relies on innovative management in an effort to achieve dramatic improvement. The strategy for improving the hearing process 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 into 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.

It is our intent that, when fully implemented, HPI will reduce processing times from 316 days in FY 1999 to fewer than 200 days in FY 2002.

The HPI will also increase productivity per workyear (PPWY) in the hearings process by 16 percent by FY 2002 over what the current process would produce. The HPI is an integral part of SSA’s overall plan for improving the management of the Social Security and Supplemental Security Income disability programs. That plan is described in Section VIII of this APP.

The following table presents a holistic view, which cuts across all relevant strategic objectives, of the Agency’s performance goals related to improving the hearings process. Also displayed are the milestone events which represent key remedial steps during the period FY 2000 - FY 2001. The means and strategies for achieving these performance goals are discussed under the relevant strategic objectives in Section II.

<i>Objective: To raise the number of customers who receive service and payments on time</i>	
Performance Indicator	FY 2001 Goal
• Hearings average processing time (days)	208 days
• Percent increase in PPWY in hearings process	14%
<i>Objective: To make benefit payments in the right amount</i>	
Performance Indicator	FY 2001 Goal
• OHA decisional accuracy rate	87%

Milestones:

- | | |
|--|--------------|
| • Begin to prototype HPI in 37 hearing offices | January 2000 |
| • Begin to implement HPI in additional hearing offices | October 2000 |
| • Begin to implement HPI in remaining offices | January 2001 |
| • Project fully implemented | March 2001 |