

## Part I: Introduction

### SSA's Mission, Strategic Goals and Objectives, and Long-Term Outcomes

SSA's Agency Strategic Plan (ASP) establishes our 5-year course for achieving measurable results that matter to the American public. It sets forth four comprehensive strategic goals – Service, Stewardship, Solvency and Staff – reflecting the Commissioner's priorities and addressing the great challenges facing SSA today and in the years ahead. Aligned with the ASP, this Annual Performance Plan (APP) describes the specific levels of performance the Agency is committed to achieve in FY 2004 and FY 2005 for each of the four strategic goals and nine focused long-term objectives.

<b>SSA's Mission</b>	
To advance the economic security of the nation's people through compassionate and vigilant leadership in shaping and managing America's social security programs	
<b>Strategic Goal: To deliver high-quality, citizen-centered Service</b>	
<b>Strategic Objectives</b>	<b>Long-Term Outcomes</b>
1. Make the right decision in the disability process as early as possible	<ul style="list-style-type: none"> <li>• Reduce significantly the time it takes for a disability claimant to receive a final Agency decision</li> <li>• Eliminate backlogs for disability initial claims, hearings and appeals by 2008</li> </ul>
2. Increase employment for people with disabilities	<ul style="list-style-type: none"> <li>• By 2008, increase by 50% from 2001 levels the number of Disability Insurance (DI) and Supplemental Security Income (SSI) disability beneficiaries who achieve employment</li> <li>• Establish with the Department of Labor (DOL) a nationwide network of employment support staff in One-Stop Career Centers to serve Social Security beneficiaries with disabilities</li> <li>• Test the impact of early intervention and youth transition</li> </ul>
3. Improve service through technology	<ul style="list-style-type: none"> <li>• Eliminate backlogs for operational work by 2008</li> <li>• Substantially increase use of electronic services</li> </ul>
<b>Strategic Goal: To ensure superior Stewardship of Social Security programs and resources</b>	
<b>Strategic Objectives</b>	<b>Long-Term Outcomes<sup>1</sup></b>
4. Prevent fraudulent and improper payments and improve debt management	<ul style="list-style-type: none"> <li>• By 2008, increase SSI payment accuracy to 96% (free of <i>preventable</i> error)               <ol style="list-style-type: none"> <li>1. Maintain Old-Age, Survivors and Disability Insurance (OASDI) payment accuracy at 99.8%</li> <li>2. Increase the percent of outstanding debt that is in a collection arrangement</li> <li>3. Remain current with DI and SSI continuing disability reviews (CDR)</li> <li>4. Finish processing special disability cases</li> <li>5. Reduce the backlog of workers' compensation cases</li> </ol> </li> </ul>

<sup>1</sup> Note that the language reflected in this table is that found in the Agency Strategic Plan, which outlines the Agency's long-term strategies.

5. Strengthen the integrity of the Social Security Number (SSN)	<ul style="list-style-type: none"> <li>• Ensure SSNs are only issued based on verified documents</li> </ul>
6. Increase accuracy of earnings records	<ul style="list-style-type: none"> <li>• By 2005, remove at least 30 million items from the suspense file and post them to the correct earnings record</li> <li>• Beginning with 2005, remove 5% of the earnings items added to the suspense file each year and post them to the correct earnings record</li> </ul>
7. Efficiently manage Agency finances and assets, and effectively link resources to performance outcomes	<ul style="list-style-type: none"> <li>• Compete commercial positions suitable for study (number to be negotiated with the Office of Management and Budget (OMB))</li> <li>• Annually receive an unqualified opinion on SSA’s annual financial statements with no material weaknesses reported by the auditors</li> <li>• By 2005, substantially complete the most significant projects in the Social Security Unified Measurement System (SUMS) and Managerial Cost Accountability System (MCAS) plan, and complete the plan by the end of 2008</li> <li>• Increase productivity by at least 2% annually on average</li> <li>• Get to “green” on all five President’s Management Agenda (PMA) items</li> </ul>
<b>Strategic Goal: To achieve sustainable <u>Solvency</u> and ensure Social Security programs meet the needs of current and future generations</b>	
<b>Strategic Objectives</b>	<b>Long-Term Outcomes</b>
8. Through education and research efforts, support reforms to ensure sustainable solvency and more responsive retirement and disability programs	<ul style="list-style-type: none"> <li>• Achieve reform that ensures long-term solvency</li> </ul>
<b>Strategic Goal: To strategically manage and align <u>Staff</u> to support SSA’s mission</b>	
<b>Strategic Objectives</b>	<b>Long-Term Outcomes</b>
9. Recruit, develop and retain a high-performing workforce	<ul style="list-style-type: none"> <li>• By 2008, demonstrate an improvement in the retention rate of new hires</li> <li>• Implement new performance management systems to better recognize and reward superior performance for:               <ol style="list-style-type: none"> <li>1. SES executives in 2003*</li> <li>2. GS-15s in 2004**</li> <li>3. GS-14 and below employees by 2005, subject to contract negotiations</li> </ol> </li> <li>• Ensure ongoing job enrichment opportunities and training</li> </ul>

\*The new performance plan for SES executives was successfully implemented in FY 2003.

\*\* A new performance plan for non-bargaining unit GS-15 employees was implemented in October 2003.

## Major Management Challenges

To help meet performance goals established for FY 2004 and FY 2005, we must strive to resolve management challenges identified by the General Accounting Office (GAO) and SSA's Office of the Inspector General (OIG). We are addressing these challenges and have made significant progress toward meeting them. In some cases, we use numeric outcome or output goals to track our progress. For others, we use measurable milestones of initiatives tracked by our executives.

The Major Management Challenges currently designated by GAO and OIG are cross-walked to our strategic goals and objectives and the PMA items in the chart below.

<b>Relationship of Major Management Challenges to the PMA and Strategic Goals</b>		
<b>SSA's Strategic Goals and Objectives</b>	<b>PMA Items</b>	<b>GAO and OIG Designated SSA Major Management Challenges</b>
<b>A. SERVICE</b> 1. Make the right decision in the disability process as early as possible 2. Increase employment for people with disabilities 3. Improve service through technology	Expanded Electronic Government	Management of the Disability Process (OIG)  Improve Programs that Provide Support for Individuals with Disabilities (GAO)  Better Position SSA for Future Service Delivery Challenges, Including Information Technology (GAO)  e-Government (OIG's Service Delivery)
<b>B. STEWARDSHIP</b> 4. Prevent fraudulent and improper payments and improve debt management 5. Strengthen integrity of SSN 6. Increase the accuracy of earnings records 7. Efficiently manage Agency finances and assets, and effectively link resources to performance outcomes	Competitive Sourcing  Improved Financial Performance  Budget and Performance Integration (including Program Assessment Rating Tool (PART) requirements)	Continue to Strengthen the Integrity of the SSI Program (GAO)  Improper Payments (OIG)  Social Security Number Integrity and Protection (OIG)  Budget and Performance Integration (OIG)  Strengthen Controls to Protect the Personal Information SSA Develops and Maintains (GAO)  Critical Infrastructure Protection and Systems Security (OIG)  Representative Payee (OIG's Service Delivery)
<b>C. SOLVENCY</b> 8. Through education and research efforts, support reforms to ensure sustainable solvency and more responsive retirement and disability programs		
<b>D. STAFF</b> 9. Recruit, develop, and retain a high-performing workforce	Strategic Management of Human Capital	Human Capital (GAO)  Human Capital (OIG's Service Delivery)