

Social Security Administration Agency Strategic Plan | Fiscal Years 2022–2026

Our Strategic Plan for Fiscal Years 2022–2026, with goals that Optimize the Experience of SSA Customers, Build an Inclusive, Engaged, and Empowered Workforce, and Ensure Stewardship of SSA Programs and the associated objectives and supporting strategies, provides the framework for achieving our vision and mission. These goals are informed by strategic opportunities, our assessment of program evaluations, and our enterprise risk management (ERM) process, which help us improve the effectiveness of our organization and program administration.

We have identified three Agency Priority Goals (APGs) for FYs 2022–2023. These goals are aggressive and directly support our strategic plan, specifically Strategic Goal 1 (Optimize the Experience of SSA Customers). To ensure our success in these areas, we conduct quarterly internal progress reviews and take necessary action to improve our results and reduce costs. As we approach the FYs 2024–2025 cycle, we will determine the next set of APGs.

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Social Security Administration (SSA)

Stakeholder(s):

Kilolo Kijakazi :

Acting Commissioner

SSA Programs :

Few Government agencies touch the lives of as many people as we do. We administer three programs under the Social Security Act:

Old-Age and Survivors Insurance (OASI) :

Established in 1935, the OASI program provides retirement and survivors benefits to qualified workers and their family members. In fiscal year (FY) 2022, we estimate we will pay OASI benefits to nearly 57 million beneficiaries on average each month. We estimate we will pay over \$1 trillion to OASI beneficiaries in FY 2022.

Disability Insurance (DI) :

Established in 1956, the DI program provides benefits for workers who become disabled and for their families. In FY 2022, we estimate we will pay DI benefits to nearly 10 million beneficiaries on average each month. We estimate we will pay over \$150 billion to DI beneficiaries in FY 2022.

Supplemental Security Income (SSI) :

Established in 1972, the SSI program provides financial support to aged, blind, and disabled adults and children who have limited income and resources. In FY 2022, we estimate we will pay SSI benefits to nearly 8 million recipients on average each month (approximately 2.7 million of whom concurrently receive OASI or DI benefits). We estimate we will pay nearly \$63 billion in SSI Federal benefits and State supplementary payments in FY 2022.

SSA Supported Programs :

In addition, we support national programs administered by other Federal and State agencies, as required by law, such as Medicare, the State Children's Health Insurance Program, E-Verify, Medicaid, the Supplemental Nutrition Assistance Program, and Federal Benefits for Veterans, as well as programs associated with the Employee Retirement Income Security Act of 1974, the Coal Industry Retiree Health Benefit Act, and the Help America Vote Act.

Medicare

State Children's Health Insurance Program

Supplemental Nutrition Assistance Program

E-Verify

Medicaid

Federal Benefits for Veterans

Retirees :

Employee Retirement Income Security Act of 1974

Coal Industry Retirees :

Coal Industry Retiree Health Benefit Act

Voters :

Help America Vote Act

Vision

Provide income security for the diverse population we serve.

Mission

Ensure equity and accessibility in delivering Social Security services by improving the customer experience and addressing systemic barriers to participation in our programs.

Values

Income Security

Equity

Accessibility

Customer Focus

Participation

Service

1. Customer Experience

Optimize the Experience of SSA Customers

Stakeholder(s)

SSA Customers

Through our OASI, DI, and SSI programs, we provide essential benefits to retirees, survivors, elderly, or blind and disabled individuals, including those with limited income and resources who rely on us to meet life's basic needs. We also support our nation's workforce who are paying into Social Security, by providing Social Security numbers, recording wages and earnings, and maintaining and improving services for workers and their families when they need to access our programs.

Serving our customers is at the heart of all we do. We listen to our customers and adjust how we do business to meet their needs. Partially in response to customer feedback, we have offered more services online, expanded ways to obtain claims status, and changed how employers share information with us. For example, we piloted an electronic wage filing that simplifies the process for employers to submit annual wage data. Now, we are strengthening our commitment to optimizing customer experience through all steps of accessing our programs. Optimizing the experience of our customers means we provide timely, accurate, and more efficient access to our services through the delivery channels customers prefer. Doing so requires a better understanding of our customers' evolving needs, advancing inclusive policies, and ensuring equity throughout our programs (e.g., targeted outreach to communities of color and underserved communities). It also requires that we continue to examine our current policies and procedures to ensure they are as efficient and equitable as possible.

We are dedicating agency resources to focus on customer experience and transforming the way we obtain and use customer feedback. We expect our customer experience strategies to result in continually improving service delivery. These strategies include adopting human-centered design and standardizing customer experience and satisfaction data collection.

1.1. Barriers

Identify and Address Barriers to Accessing Services

Equity is the bedrock of American democracy, and our diversity is one of our country's greatest strengths. Entrenched disparities in our laws and public policies, and in our public and private institutions, have often failed to serve individuals and communities equitably. We must identify and address disparities that underserved communities and individuals may face in accessing our programs and services. We are improving our outreach to include diverse stakeholders and developing relationships with diverse advocates, civil rights organizations, and community organizations. In addition, answering Priority Question #1 will provide evidence on the characteristics of people who face barriers in accessing our services and will inform our efforts to deliver more effective and equitable services. More information about our efforts to serve all of our customers equitably, please refer to our Equity Action Plan (www.ssa.gov/policy/about/racial-equity-resources.html).

We will increase accessibility by streamlining our applications and dedicating personnel to assist individuals identified as potentially eligible for our programs. Additionally, we will ensure unrepresented individuals at disability hearings have information about their service delivery options, understand their right to representation, and are prepared to participate in hearings with administrative law judges. We will use answers to Priority Question #2 to ensure the disability programs are meeting customer needs.

To support equitable and consistent administration of our programs and services for our customers, we will provide implicit bias awareness training for our employees and track and analyze customer satisfaction and complaints.

Stakeholder(s):

Deputy Commissioner for Operations :
Lead

**Deputy Commissioner for Retirement and
Disability Policy :**
Lead

Performance Indicators**Long-term Performance Goal 1.1.1 SSI Equity**

Description	Type	Status	Start Date	End Date
Improve equity in our Supplemental Security Income program through increased outreach and improved benefit delivery, including to communities of color and underserved communities.	Target	Improved		
	Actual			

APG1.1 SSI Applications Increase

Description	Type	Status	Start Date	End Date	Percentage
By September 30, 2023, increase the number of all SSI applications by 15 percent, relative to the 2021 baseline, restoring rates closer to pre-pandemic levels.	Target	Target Met	2021-09-30	2023-09-30	15
	Actual	Baseline	2020-10-01	2021-09-30	
	Actual		2022-10-01	2023-09-30	

APG1.2 Underserved Communities SSI Applications Increase

Description	Type	Status	Start Date	End Date	Percentage
By September 30, 2023, increase the number of SSI applications from underserved communities by 25 percent, relative to the 2021 baseline.	Target	Target Met	2021-09-30	2023-09-30	25
	Actual	Baseline	2020-10-01	2021-09-30	
	Actual		2022-10-01	2023-09-30	

Long-term Performance Goal 1.1.2 Equity & Benefit Delivery

Description	Type	Status	Start Date	End Date
Improve equity and benefit delivery in our programs through increased outreach and the detection of disparities using data collection and analysis.	Target	Improved		
	Actual			

Strategy 1.1.1. Inequities

Identify and address potential inequities in current policies and programs

We will routinely engage in conversations with external stakeholders to discuss service delivery methods and how we can achieve efficiencies. We will extend our outreach campaigns to national organizations to reach underserved communities across the country. We will continue to develop and maintain a network of advocates and community-based organizations and meet with them regularly to address the needs of people facing barriers.

In addition, we will increase our collection of data by race and ethnicity and employ it to discern whether there are differences in the rate of participation in our programs or disparities in average benefit levels. If there are, we will assess the potential factors contributing to these differences and work to address them.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.2. Support Services

Increase support services for unrepresented claimants

Our customers have a right to have a representative to help them conduct business with us. However, nearly 20 percent of claimants at the hearing level do not have representation. We will support unrepresented claimants at the hearing level during our administrative review process. Through improved outreach, our goal is to prepare unrepresented individuals to participate in the hearing process before an administrative law judge. We will also examine our processes and procedures for potential actions that may result in disparate outcomes for unrepresented individuals.

Stakeholder(s):

Unrepresented Claimants

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.3. Bias

Conduct implicit bias training for employees

We established a workgroup on implicit bias and worked with training experts to assess and develop new training and a proposed curriculum. We will devise and implement agency-wide policies and trainings to increase equity and equality in our programs. We will use pre- and post-training evaluations to better understand implicit bias within our organization and the impact of our trainings to mitigate bias.

Stakeholder(s):

SSA Employees

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.4. Customer Satisfaction

Conduct and analyze customer satisfaction surveys to identify areas for improvement

We will analyze data to identify areas for improvement. We will consider the perspectives of different data sources, such as our ongoing customer satisfaction, prospective client, and retirement application surveys. We will also review and analyze civil rights complaints submitted by the public.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.2. Digital Services

Expand Digital Services

To optimize customer experience, we must better understand our customers’ service needs and priorities. We will collect customer feedback through various touchpoints as they seek access to our programs, target solutions to address that feedback, and monitor and improve our processes to meet customers’ evolving needs.

Because customers increasingly do business with us online and by phone, we will continue to enhance our digital services—including online, and self-service options—to allow customers to complete more transactions with us using their preferred contact method. The resulting analysis and assessment from Priority Question #3 will provide additional evidence and data to prioritize changes that will facilitate the use of our digital services.

Stakeholder(s):

SSA Customers

Deputy Commissioner for Systems :
Lead

Deputy Commissioner for Operations :
Lead

Performance Indicators

Long-term Performance Goal 1.2.1 Services & Forms

Description	Type	Status	Start Date	End Date	Number
Increase the number of services and forms available on our secure digital platforms to provide more convenient, user-friendly, and secure digital self-service options.	Target	Increased			
	Actual	Baseline			0
	Actual				0

Long-term Performance Goal 1.2.2 Digital Service Usage

Description	Type	Status	Start Date	End Date
Increase the usage of our secure digital services so that customers can conduct business with us at their convenience.	Target	Increased		
	Actual			

Strategy 1.2.1. Preferences

Better understand our customers’ service preferences

To improve the customer experience, we will deepen our understanding of our customers, including what drives their evolving service preferences. We will learn more about our customers’ journey through various service channels and touchpoints. We will use Voice of Customer feedback to understand our customers’ needs and preferences and adjust to improve their experience. Specifically, an enterprise-wide Voice of Customer feedback will allow us to capture real-time customer feedback across all service channels, which we will use to identify customers’ pain points and assess effectiveness of current and new processes.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.2.2. Needs

Address our customers’ service needs

We will implement industry leading customer experience best practices to analyze our customers’ journeys from start to finish. Through this analysis, we will identify opportunities for improvement and develop and implement solutions that will improve our customers’ experiences. Solutions will include expanding options that provide a fully digital service experience for many of our services on a variety of electronic devices and from any location with internet service. We will also introduce new online options and continue to provide and improve service through our phone and in-office service channels. For example, customers will be able to express an intent to file for SSI benefits online and use a mobile-accessible, online process to upload forms and other documentation.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.2.3. Security

Increase the use of secure digital services

While we provide the public with additional digital services such as online, remote, and self-service options that represent the best of current technology, we must do so in a way that maintains our strong commitment to protect our customers from current and emerging threats including identity theft and scams to steal money or personal

information. The combination of additional service options and secure access allows our customers to confidently use our digital services.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.3. Customer Focus

Build a Customer-Focused Organization

We are aligning our operating model, service delivery strategy, and information technology (IT) strategy to better support our customers, including people facing barriers to our services.

Our IT Modernization Plan, initiated in FY 2018, laid the groundwork for transforming our legacy systems and enhancing our service delivery. Building on the plans described in our IT Modernization Plan, 2020 Update, we will modernize our infrastructure to keep pace with customer demands and industry standards. In addition, we will automate more customer communications including increase in inventory of notices available online, and expand our use of emails, texts, and video to respond to customer questions quickly. We will expand the ability to securely upload forms, documentation, evidence, and correspondence without the need for service-specific tools or traveling to a field office. We will also improve communications with customers and streamline application processes. The findings in Priority Questions #4, #5, and #6 will provide us with information to deliver clearer and more effective communication, improve our knowledge of how people access information on our programs, and give us insights into effective ways to communicate with the public about our disability programs.

Stakeholder(s):

SSA Customers

Deputy Commissioner for Operations :
Lead

**Deputy Commissioner for Hearings
Operations :**
Lead

Deputy Commissioner for Systems :
Lead

Performance Indicators

APG2/Long-term Performance Goal 1.3.1 Call Waiting Time

Description	Type	Status	Start Date	End Date	Minutes
Improve the customer experience by reducing the Average Speed of Answer on the National 800 Number. ~ By September 30, 2023, achieve an average speed of answer of less than 12 minutes, including implementation of estimated wait time and call back options.	Target	Reduced		2023-09-30	12
	Actual	Baseline		2021-09-30	
	Actual			2023-09-30	

Long-term Performance Goal 1.3.2 Claims Processing Time

Description	Type	Status	Start Date	End Date	Days
Improve the customer experience by reducing the average processing time for initial disability claims and by prioritizing those individuals who have waited the longest for initial disability determinations.	Target	Reduced			
	Actual				

APG3.1 Claims Processing Time

Description	Type	Start Date	End Date	Days
By September 30, 2023, achieve an average processing time for initial disability claims of 164 days.	Target	2022-10-01	2023-09-30	164
	Actual	2020-10-01	2021-09-30	Baseline
	Actual	2022-10-01	2023-09-30	

APG3.2 Claims Decided

Description	Type	Status	Start Date	End Date	Percentage
By September 30, 2023, decide 85 percent of pending initial disability claims that begin the fiscal year 180 days old or older.	Target	Target Met	2022-10-01	2023-09-30	85
	Actual	Baseline	2020-10-01	2021-09-30	
	Actual		2022-10-01	2023-09-30	

Long-term Performance Goal 1.3.3 Electronic Transactions

Description	Type	Status	Start Date	End Date	Number
Increase our customers' ability to electronically transact business with the agency to increase equity and accessibility to our services.	Target	Increased			
	Actual	Baseline			0
	Actual				0

Strategy 1.3.1. IT

Continue modernizing our information technology

We will provide employees with effective, easy-to-use tools that help them serve our customers more efficiently. We will continue to improve self-service support tools and video options, allowing our customers to choose how and when to conduct transactions and receive immediate access to available online records, support, and service. Improvements in our IT will, for example, improve the accuracy and timeliness of our decisions and enable the public to provide medical evidence and schedule appointments online.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.2. Timeliness & Backlogs

Improve timeliness and eliminate and prevent backlogs

The COVID-19 pandemic disrupted our operations and caused backlogs to grow in several parts of our organization. The number of initial disability claims pending and the average processing time for these claims has increased. The COVID-19 pandemic continues to influence fundamental parts of our initial disability claims process such as the reduced number of medical providers willing to conduct in-person consultative examinations. We have made it a priority to improve the average processing time for initial claims generally and work down older cases, even as our initial claims receipts are projected to increase. Our Agency Priority Goal (APG) on initial disability claims reflects this commitment.

We will identify opportunities in policies, workloads, and processes for improving and enabling efficient and effective operations. We will improve claims systems, such as the disability claims processing system, by increasing our access to electronic medical information to make timely and policy-compliant disability determinations and improve our customers' disability application experience.

While we are striving to eliminate the hearings backlog in FY 2023, we are exploring technology enhancements, including greater automation and policy and process efficiencies to eliminate and prevent hearings delays and backlogs. We will explore automation options for other backlogs, such as initial disability claims and our processing center workloads and improve National 800 Number service performance.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2. Workforce

Build an Inclusive, Engaged, and Empowered Workforce

Stakeholder(s)

SSA Workforce

Through their compassion and dedication, our talented employees are the heart of the agency. A trained, inclusive, engaged, and empowered workforce, with the proper tools to do their jobs, is critical to our success. However, we are currently challenged by an increasing number of retirements and staff attrition that is causing a loss of institutional knowledge and complicating knowledge transfer. Based on staff feedback from employee surveys and exit interviews, we have learned about potential causes of attrition, which we are working to address. These efforts include hiring and retaining exceptional people, supporting their chosen career paths, continually offering them tools to do their jobs, and investing in our employee development and training programs.

To improve organizational performance and effectiveness, we are aligning our human capital policies to support in-person and remote customer service delivery. We will use these policies, as well as existing and emerging technologies, to attract, train, develop, and retain our workforce.

We celebrate diversity and are committed to creating an inclusive environment for all employees. We are promoting equity by developing and implementing diversity, inclusion, and cultural awareness training for all employees. We will ensure our hiring and promotion practices promote equity as we continue to build a workforce that reflects and delivers customer-focused service to diverse populations.

2.1. Hiring & Advancement

Promote Diversity, Equity, Inclusion, and Accessibility in Hiring and Advancement

We are committed to promoting diversity, inclusion, fairness, and equity. The diversity of our workforce is one of our greatest strengths. Our goal is to attract and retain employees who reflect the public we serve, are committed to our mission, and dedicated to providing quality customer experience. We will promote a workplace that recognizes and celebrates our employees’ unique abilities and encourages the full contributions of all. The findings from our evidence-building activities related to Priority Question #7 in our Learning Agenda will inform our efforts to achieve this objective.

We will continuously strive to expand applicant pools through targeted recruitment of underrepresented groups. We will engage our Advisory Council Chairs within the Diversity and Inclusion Council, who have connections with the communities they serve and can play a key role to broaden our recruitment efforts among underrepresented groups. We will also seek talented candidates through collaborations with universities—such as Historically Black Colleges and Universities (HBCU) and Minority Serving Institutions (MSI) internship programs, inter-agency partnerships, and agency-wide developmental programs.

Stakeholder(s):

Deputy Commissioner for Human Resources :

Lead

Office of Civil Rights and Equal Opportunity :

Lead

SSA Advisory Council Chairs

Diversity and Inclusion Council

Underrepresented Groups

Historically Black Colleges and Universities (HBCU)

Minority Serving Institutions (MSI)

Performance Indicators

Long-term Performance Goal 2.1.1 Workforce Diversity

Description	Type	Status	Start Date	End Date
Increase workforce diversity through improved recruitment, hiring, and retention.	Target	Increased		
	Actual			

Strategy 2.1.1. Barriers

Conduct analyses to identify and address any systemic barriers present in hiring and advancement

To ensure a workforce that reflects the diversity of our customers at all levels of the organization, we will conduct analyses to determine if systemic barriers exist and work to remove any barriers we find. We will implement changes in hiring and career advancement, particularly around training. We will rethink our workplace culture, as necessary, to further these commitments.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.2. Reach

Broaden reach for hiring and promote retention

Increased workplace flexibility and the increasing use of online services allows us to broaden our geographic reach for hiring and retention in a way that complements our efforts to promote diversity and equity in hiring and advancement, where flexibilities are compatible with how we deliver our mission. Exploring workplace flexibilities, such as remote work when it fits within mission requirements; create greater interest in Federal employment with us; provide the opportunity for stability, attractive pay, and benefits packages; and offer opportunities for the best qualified job candidates regardless of their physical location.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2. Career Paths

Support Employees’ Chosen Career Paths

We will invest in our employees, increase their engagement, and support their efforts to create fulfilling careers. We will offer dynamic career paths and opportunities for professional growth—helping employees become experts and encouraging participation in cross-government initiatives, such as through leadership development programs.

We will prioritize career growth and leadership development. Our performance management system will equitably reward high performance and incorporate well-defined and clearly communicated standards for success. Employees will receive meaningful individualized feedback on a continual basis to guide their

development. Our employee-centered programs will foster skills development and facilitate knowledge transfer. We will assess training needs at the organizational level as well as the individual level, as our programs continually improve. Our training programs will be dynamic, address critical skill gaps, and will be crafted and adjusted according to our mission.

Stakeholder(s):

SSA Employees

Deputy Commissioner for Human Resources :

Lead

Performance Indicators

Long-Term Performance Goal 2.2.1 Engagement & Empowerment

Description	Type	Status	Start Date	End Date	Survey Rating
Increase employee engagement and empowerment as measured in the Federal Employee Viewpoint Survey.	Target	Increased			
	Actual	Baseline			0
	Actual				0

Long-Term Performance Goal 2.2.2 Leadership Development

Description	Type	Status	Start Date	End Date
Expand and maximize leadership development opportunities to promote employee retention and strengthen succession planning.	Target	Maximized		
	Actual			

Strategy 2.2.1. Investment

Invest in our employees

We will provide agency managers with the tools and resources to enhance their skills and competencies, optimize organizational performance, address current and future workforce needs, and attract the talent we need to achieve our business goals. We will modernize our talent management systems to support interactive and job-specific activities across the employee lifecycle, further supporting management accountability for improved employee performance and engagement. We will create opportunities for our employees to design, develop, and implement strategies to improve service to our customers and performance across the agency. These measures should boost employee engagement and employee empowerment, which will improve the employee experience, and lead to improvements in our customer experience.

Stakeholder(s):

SSA Employees

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.2. Leadership Development

Ensure inclusive leadership development

One of our greatest challenges is maintaining operations when experienced employees leave the agency. For example, as of October 1, 2021, approximately 25 percent of our employees were eligible to retire. To ensure continuity in our public service, we will invest in our future leaders by developing job-enrichment opportunities to facilitate the transfer of job knowledge from employees eligible for retirement to retained employees. Employees will have opportunities to participate in development programs that will broaden their skills and prepare them for leadership positions.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3. Stewardship

Ensure Stewardship of SSA Programs

One out of five Americans receives Social Security benefits at any given time and counts on us to provide accurate information and payments. As good stewards, we continue to look for ways to do business better, by addressing the root causes of improper payments, improving payment accuracy (including overpayments and underpayments), bolstering full and open competition in the acquisition and grants process, and applying sound management principles to everyday work. We are committed to continually improve the administration of our programs and work to identify and address potential inequities.

3.1. Accuracy & Administration

Improve the Accuracy and Administration of Our Programs

As good stewards of our programs, we must protect the privacy of our customers and integrity of our programs, and prevent fraud, waste, and abuse. We will continue our effective program integrity work—including medical and work continuing disability reviews, SSI non-medical redeterminations, and the cooperative disability investigation program—which saves billions of program dollars with a proportionally small investment of administrative resources. We will develop, drive, and prioritize business processes, policies, and automation improvements that ensure appropriate benefit decisions and target the root causes of improper payments. Answers to Priority Question #8 will provide a clearer picture of why cases are remanded and assist in developing recommendations for business process changes. We will continue to collaborate with our Office of the Inspector General, and support its work to combat fraud, including Social Security-impersonation schemes, and to educate the public to avoid scams. These efforts also help to ensure public confidence in our programs and operations.

Data analytics and predictive modeling give us more tools to detect and prevent fraud and cybersecurity threats. Through our cybersecurity program, we protect the public's information in our records, ensure continued payments to millions of beneficiaries, and enable the uninterrupted availability of our network, systems, and IT resources. We must remain vigilant to potential cybersecurity threats and ensure a safe and resilient environment.

Stakeholder(s):

**Deputy Commissioner for Analytics, Review,
and Oversight :**
Lead

Deputy Commissioner for Systems :
Lead

Performance Indicators

Long-term Performance Goal 3.1.1 SSI Program Integrity

Description	Type	Status	Start Date	End Date
Improve the integrity of the Supplemental Security Income program by reducing overpayments and underpayments to ensure eligible individuals receive the benefits to which they are entitled.	Target	Improved		
	Actual			

Strategy 3.1.1. Program Integrity

Support our cost-effective program integrity work to safeguard benefit programs to better serve our recipients

Dedicated program integrity funding helps ensure individuals receive the benefits to which they are entitled, and it safeguards the integrity of benefit programs to better serve recipients by confirming eligibility, improving payment accuracy for both overpayments and underpayments, and preventing fraud. In addition, program integrity funding allows us to conduct SSI redeterminations, conduct the anti-fraud cooperative disability investigations program, and support special attorneys for fraud prosecutions. We will continue these efforts to ensure public confidence in our programs and operations.

Stakeholder(s):

SSA Recipients

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.1.2. Payments

Enhance our payment accuracy efforts, including overpayments and underpayments

We are committed to mitigating and preventing improper payments by leveraging audit recommendations, implementing automation and business process improvements, and enhancing data analytics. We continue to pursue workflow adjustments, policy and notice changes, training and reminders for technicians, and automation solutions to improve post-entitlement accuracy. We will increase our outreach to underserved populations, simplify our policies and procedures to ensure eligible individuals receive the benefits for which they are entitled, automate tools to alert beneficiaries of overpayments and underpayments, and continue to allow electronic payments.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.1.3. Analytics & Modeling

Expand the use of data analytics and predictive modeling

We will continue to strengthen and expand the use of large-scale data analytics, complex data modeling, and related technologies to detect, deter, and prevent fraud, as well as identify potential additional benefits. We plan to enhance our enterprise fraud risk management program by introducing more risk assessment activities.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.1.4. Cybersecurity

Strengthen our cybersecurity program

We strive to maintain a highly effective cybersecurity program to protect against security threats and comply with Federal policies and regulations. The continued strength and resilience of our cybersecurity program is critical to protecting the personally identifiable information we store, and enabling uninterrupted availability of our network, systems, and IT resources.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.2. Contracts & Grants

Identify and Eliminate Potential Barriers to Access Contracts and Grants

Government programs should equitably serve all eligible individuals, and government contracting and grant opportunities should be equitable for all eligible providers of goods and services. We will build long-term relationships with academic and professional associations and develop equity-based guidelines to encourage participation in agency research grant and contract opportunities by HBCUs and MSIs. We will also encourage access and participation from Historically Underutilized Business (HUB) Zones, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses by recognizing and removing hurdles they may face in taking advantage of agency procurement opportunities.

Stakeholder(s):

Deputy Commissioner for Budget, Finance, and Management :
Lead

Underrepresented Groups
Research Institutions :
servng people of color

Performance Indicators

Long-term Performance Goal 3.2.1 Contract/Grant Access

Description	Type	Status	Start Date	End Date
Improve access to contracting and grant opportunities for underrepresented groups and research institutions serving people of color.	Target	Improved		
	Actual			

Strategy 3.2.1. Barriers & Competition

Identify and work to address potential barriers and bolster open competition in the acquisition and grants process

We will conduct market research in accordance with regulations to bolster full and open competition in the acquisition and grants process to the maximum extent practicable. We will devise best practices to encourage participation by institutions serving students of color, including direct communications with professional associations. We will also develop best practices to secure contracts with qualified HUBZone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses.

Stakeholder(s):

HUBZone Businesses

Woman-Owned Businesses

Veteran-Owned Businesses

Small Disadvantaged Businesses

Institutions :
serving students of color

Professional Associations

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.2.2. Proposal Requests

Disseminate acquisition and grant proposal requests widely to ensure responses from a broad range of organizations

We will meet with HBCUs and MSIs to learn more about their experience with our grantmaking process, potential barriers the process presented, and suggestions for eliminating barriers. We will meet with bidders and recipients of our contracts for HUBZone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses to learn about their experiences with our procurement process, barriers they encountered, and recommended solutions to eliminate these barriers

Stakeholder(s):

HBCUs

MSIs

HUBZone Businesses

Woman-Owned Businesses

Veteran-Owned Businesses

Small Disadvantaged Businesses

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.3. Performance & Policy

Improve Organizational Performance and Policy Implementation

We continually improve our program and administrative policies by updating, simplifying, and advancing policy to make our programs more responsive, less burdensome, and easy for our employees to apply consistently. For example, Priority Question #9 will examine whether potential program simplification can reduce burden for claimants and beneficiaries while maintaining program integrity. We will continue to improve the management of our programs and projects by implementing quality standards and using proven project management techniques.

Expanding our ERM program, project management, and data science capabilities will help us better anticipate and prepare for challenges in our operating environment. We will use data analysis to drive smart and accurate business decisions and mitigate risks. We will continue to create agency spaces that address our employee and business needs, now and into the future. Additionally, we are building data-sharing partnerships to help us better manage our workloads and resources, obtain evidence-based data to inform policy decisions, simplify and improve our programs, and ensure the delivery of our vital services to all communities. For example, the answers to Priority Question #10 will help us explore collaborations with other Federal agencies and define potential projects that remove barriers to accessing needed services, remove employment barriers, and improve the administration of our programs.

Stakeholder(s):

Deputy Commissioner for Retirement and Disability Policy :
Lead

Deputy Commissioner for Budget, Finance, and Management :
Lead

Performance Indicators

Long-term Performance Goal 3.3.1 Medical Criteria

Description	Type	Status	Start Date	End Date
Improve customer experience and equity in our disability programs by continuously updating our medical criteria to reflect advances in medical knowledge.	Target	Updated		
	Actual			

Long-term Performance Goal 3.3.2 Data Exchange Partnerships

Description	Type	Status	Start Date	End Date	Number
Increase our data exchange partners by expanding outreach efforts with the data exchange community of practice and the States' data exchange community of interest.	Target	Increased			
	Actual	Baseline			0
	Actual				0

Strategy 3.3.1. Policies & Processes

Simplify our policies and modernize our processes

We will clarify our program rules for both customers and employees. Simplifying our program rules and policies will help us process benefits for our customers more quickly and make it easier for customers to complete business with us. We will remove or update outdated provisions and regularly engage internal and external stakeholders to assess and update policies. For example, we will continue to make significant progress in updating medical listings to reflect advancements in the medical industry and emerging research and consider stakeholder input.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.2. Programs & Resources

Strengthen program and resource management

We will use proven program and project management techniques to protect taxpayer dollars and better serve our customers. We will leverage data, analyses, and program expertise to drive quicker and more accurate business decisions. We will utilize ERM best practices to manage our organizational challenges and ensure an enterprise approach in managing risks to deliver our mission. We will reassess the long-term future of agency facilities and our real property portfolio, while fulfilling workspace needs, optimizing space utilization, and achieving cost savings.

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.3. Partnerships

Expand strategic partnerships with external partners

We will continue partnering with other Federal agencies to promote our services and my Social Security through their websites and customer interactions. By taking advantage of more data exchanges with other Federal and State agencies, we will increase the accuracy of our records, improve the customer experience, and increase organizational effectiveness.

Stakeholder(s):

Federal Agencies

State Agencies

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

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