

Summary of Historical Performance and FY 2004/FY 2005 Performance Measures and Goals

A. Strategic Goal: To deliver high-quality, citizen-centered Service

A.1. Strategic Objective: Make the right decision in the disability process as early as possible

Output Measures	FY	Projection
Number of initial disability claims (Title II and Title XVI) processed by DDS	2004	2,485,000
	2005	2,457,000
Number of SSA hearings processed*	2004	538,000
	2005	596,000
Number of appellate actions processed (SSA level reconsiderations, appeals council reviews, new court cases and court remands)	2004	996,500
	2005	995,400

*Note: Medicare hearings were excluded from the number of hearings processed.

Outcome Measure: Average processing time for initial disability claims (days)

FY	Actual
2000	102 days
2001	106 days
2002	104 days
2003	97 days
	Goal
2004	97 days
2005	97 days

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

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

Outcome Measure: Number of initial disability claims (Title II and Title XVI) pending

FY	Actual
2000	535,407
2001	579,000
2002	592,692
2003	581,929
	Goal
2004	582,000
2005	582,000

Data Definition: DDS count of initial disability claims pending, including disabled dependents.

Data Source: National Disability Determination Services System

Outcome Measure: DDS net accuracy rate (allowances and denials combined)

FY	Actual
2000	98.4% (allowance) 95.2% (denial)
2001	98.3% (allowance) 94.7% (denial)
2002	98.5% (allowance) 95.1% (denial)
2003	96.1%
	Goal
2004	97%
2005	97%

Data Definition: Net accuracy is an alternative method of reporting State agency accuracy that is based upon the “correctness” of the DDS disability determination. Net accuracy is based upon the net error rate that is defined as the number of corrected deficient cases with changed disability decisions, plus the number of deficient cases that are not corrected within 90 days from the end of the period covered by the report. Prior to 2003, we reported allowances and denials as separate numbers.

Data Source: Disability Quality Assurance Databases

Outcome Measure: Average processing time for hearings (days)

FY	Actual
2000	297 days
2001	308 days
2002	336 days
2003	344 days
	Goal
2004	377 days
2005	344 days

Data Definition: Beginning FY 2000, this indicator was redefined to represent the average elapsed time, from the hearing request date until the date of the notice of the decision, of all hearings level cases processed during all months of the fiscal year.

Data Source: Hearing Office Tracking System – per PricewaterhouseCoopers during their audit of KPI 11/7/03

Outcome Measure: Number of SSA hearings pending

FY	Actual
2000	346,756
2001	435,904
2002	500,757
2003	591,562
	Goal
2004	586,000
2005	550,000

Data Definition: All hearings pending in the Office of Hearings and Appeals (OHA) through FY 2003. Beginning in FY 2004, Medicare hearings were excluded from the number of hearings pending. 57,000 Medicare hearings were excluded from the number of hearings pending for FY 2004 and 58,000 excluded from the hearings pending for FY 2005.

Data Source: Hearing Office Tracking System

Outcome Measure: Hearings decisional accuracy rate

FY	Actual
2000	88%
2001	90%
2002	90%
	Goal
2003	89%
2004	90%
2005	90%

Data Definition: The decisional accuracy rate is the percent of disability hearing decisions – both favorable and unfavorable – supported by “substantial evidence”. This is the standard used by the Federal courts to evaluate accuracy of decisions, and by the Appeals Council in determining which hearing decisions to review.

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

Outcome Measure: Average processing time for decisions on appeals of hearings (days)

FY	Actual
2000	505 days
2001	447 days
2002	412 days
2003	294 days
	Goal
2004	275 days
2005	250 days

Data Definition: This measure represents the 12-month average processing time for dispositions issued during the report period. Processing time begins with the date of the request and ends with the disposition date.

Data Source: Actual processing time for each case is maintained by the Appeals Council Automated Processing System (ACAPS).

Note: A new measure of disability processing time through final Agency decision is being developed. This performance measure will examine the time to final decision the claimant experiences at each step of the process, i.e., initial claim, reconsideration, hearing, appeal of hearing decision. In the interim, we are using the separate processing time measures (above) for each level of the decision process to gauge our performance.

A.2. Strategic Objective: Increase employment for people with disabilities

Outcome Measure: Percent increase in the number of DI and SSI beneficiaries, with tickets assigned, who work.

FY	Goal
2004	20% (3,271)
2005	40% (3,816)

Data Definition: In 2003, we established a preliminary baseline of 2,726 and an FY 2004 goal for this outcome measure. Actual performance levels are based on all recorded earnings information from various data sources for beneficiaries who have assigned their tickets to Employment Networks (EN) – i.e., signed an agreement with the EN for services. The data is provided on a calendar year basis.

Data Source: eWorkCDR DB2, Disability Control File (VERN or Work and Earnings Reports field), OCSE, MEF, OESP (and MAXIMUS) program data.

Outcome Measure: Percent increase in the number of SSI disabled beneficiaries earning at least \$100 per month

FY	Actual
2000	10.9% (255,129)
2001	-1.1% (252,219)
2002	-1.2% (249,175)
2003	-0.7% (231,870)
	Goal
2004	5% (243,464)
2005	5% (255,637)

Data Definition: Beginning FY 2003, our goal is for annual increases in the number of working SSI disabled beneficiaries, earning at least \$100 per month. This measure is intended to reflect the impact of all work incentives for SSI disabled beneficiaries. (The goal is based on the actual performance of the prior year).

Data Source: “SSI Disabled Recipients Who Work” report

A. 3. Strategic Objective: Improve service through technology

Output Measures	FY	Projection
RSI claims processed	FY 2004	3,285,000
	FY 2005	3,305,000
800-number calls handled	FY 2004	52,000,000
	FY 2005	52,200,000

Outcome Measure: Usage of electronic entitlement and supporting actions

FY	Goal
2004	50% growth over FY 2002 baseline (218,932) – 328,398
2005	75% growth over FY 2002 baseline (218,932) – 383,131

Data Definition: In setting this new measure, SSA recognizes the need for one that is overarching and takes into account additional electronic services in our Title II suite, and shows the increased usage of these electronic services. The new indicator consists of an aggregate measure of representative electronic transactions the public performs with SSA. The following are included in this indicator:

- Internet Social Security Benefit Application (ISBA) which offers online filing for retirement, spouse, and disability claims;
- Benefit Verification Statement (BEVE);
- Internet Medicare Replacement Card (iMRC);
- Internet Change of Address (iCOA); and
- Internet Change of Direct Deposit (iDD).

Beginning in FY 2004, the growth percentage goal compares the aggregate count of these transactions in the fiscal year to those in the FY 2002 baseline of 218,932 transactions. For FY 2004, our targeted aggregate count is 328,398.

Data Source: Executive and Management Information System (EMIS), Title II Internet claims report, Electronic Service Delivery report

Outcome Measure: Percent of employee reports (W-2s) filed electronically

FY	Actual
2001	27.04%
2002	42.5%*
2003	53.4%
	Goal
2004	55%
2005	60%

*Based on actuarial estimate of 250,000,000 W-2s. May be adjusted after end of calendar year 2003.

Data Definition: This percent is the number of W-2s filed electronically and processed to completion for a tax year, divided by the total number of W-2s for that tax year processed to completion by the end of the processing year (mid-January).

Data Source: Earnings Management Information Operational Data Store (EMODS) reports

Outcome Measure: Percent of people who do business with SSA rating the overall service as “excellent,” “very good,” or “good”

FY	Actual
2000	82%
2001	81%
2002	82.9%
2003	84.9%
	Goal
2004	83%
2005	83%

Data Definition: This is the percent of people who call or visit SSA surveyed by SSA’s Office of Quality Assurance and Performance Assessment who rate overall service as “good,” “very good,” or “excellent” on a 6-point scale ranging from “excellent” to “very poor”, divided by the total number of respondents to that question.

Data Source: Interaction Tracking Systems that capture satisfaction shortly after service contacts (either by telephone or in-person) take place

Outcome Measure: Percent of callers who successfully access the 800-number within 5 minutes of their first call

FY	Actual
1999	95.8%
2000	92.8%
2001	92.7%
2002	93.3%
2003	96.7%
	Goal
2004	94%
2005	No longer carried

Data Definition: This is the percent of unique call attempts that successfully “connect” within 5 minutes of the first attempt within a 24-hour period. A successful “connection” occurs when a caller selects either an automated or live agent and is connected with that option within 5 minutes of first dialing the 800-number.

Data Source: Automatic number ID records provided by WorldCom

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

FY	Actual
1999	90.9%
2000	88.4%
2001	89.2%
2002	91.3%
2003	95.9%
	Goal
2004	87%
2005	No longer carried

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

Data Source: Automatic number ID records provided by WorldCom

Note: Starting with FY 2005, we replaced the current access rate metrics (i.e., 5-min. access rate and first-time access rate) with the two new access metrics below, which are consistent with industry standards.

Outcome Measure: 800-number average speed of answer

FY	Actual
2003	240 seconds
	Goal
2004	N/A
2005	240 seconds

Data Definition: Answer wait time of all calls divided by all calls answered by agents (includes calls that do not queue).

Data Source: Cisco reporting

Outcome Measure: 800-number Agent busy rate

FY	Actual
2003	8%
	Goal
2004	N/A
2005	8%

Data Definition: Number of busy messages divided by number of calls offered to agents (displayed as a percentage)

Data Source: Cisco reporting

B. Strategic Goal: To ensure superior <u>Stewardship</u> of Social Security programs and Resources

B.1. Strategic Objective: Prevent fraudulent and improper payments and improve debt management

Output Measures	Projection
SSI non-disability redeterminations	FY 2004: 2,210,000
	FY 2005: 2,210,000
Periodic CDRs processed	FY 2004: 1,537,000
	FY 2005: 1,569,000

Outcome Measure: Percent of SSI payments free of preventable overpayments and underpayments

FY	Overpayment Accuracy Rate	Underpayment Accuracy Rate
	Actual	Actual
2000	94.7%	98.6%
2001	93.3%	98.8%
2002	93.4%	98.6%
	Goal	Goal
2003	95.4%	98.8%
2004	95.4%	98.8%
2005	95.4%	98.8%

Data Definition: The SSI payment accuracy rate free of preventable overpayments and underpayments is determined by an annual review of a statistically valid sample of the beneficiary rolls. The rate is computed by first subtracting the amount of “unpreventable” incorrect payments from the dollars overpaid or underpaid in a fiscal year, and then dividing these dollars by the total dollars paid for the fiscal year. This percentage is subtracted from 100 percent to attain the accuracy rate. The current measuring system captures the accuracy rate of the non-medical aspects of eligibility for SSI payment outlays.

Data Source: SSI Stewardship report. The actual FY 2003 performance data were not available for reporting in the FY 2003 Performance and Accountability Report (PAR) because of the length of time required to gather, validate and analyze the data, and then prepare the final report. These data will be reported in the FY 2004 PAR.

Outcome Measure: Percent of outstanding SSI debt in a collection arrangement

FY	Actual
2003	55%
	Goal
2004	55%
2005	55%

Data Definition: This new measure for FY 2003 is the percent of outstanding SSI debt that is scheduled for collection by benefit withholding or installment payment. The rate is expressed as the average for the year. Outstanding SSI debt is grouped into four main categories: newly established debt; debt that involves a current due process request such as waiver; debt that is in a collection arrangement; and debt that is not in a collection arrangement. The percent of debt in a collection arrangement is computed by dividing the dollars in that category by the total dollar amount of outstanding debt in all four categories. To improve this indicator, SSA will focus on the debt not in a collection arrangement by developing initiatives to collect it or eliminate it if it is unproductive.

Data Source: The Supplemental Security Record (SSR)

Outcome Measure: Percent of OASDI payments free of overpayments and underpayments

FY	Percent Free of Overpayments	Percent Free of Underpayments
	Actual	Actual
2000	99.9%	99.9%
2001	99.8%	99.8%
2002	99.9%	99.9%
	Goal	Goal
2003	99.8%	99.8%
2004	99.8%	99.8%
2005	99.8%	99.8%

Data Definition: The OASDI payment accuracy rate is determined by an annual review of a statistically valid sample of the beneficiary rolls. Separate rates are determined for the accuracy of payments with overpayment dollars and the accuracy of payments with underpayment dollars. The rates are computed by dividing these dollars by the total dollars paid for the fiscal year. This percentage is subtracted from 100 percent to attain the accuracy rate. Prior to FY 2001, the accuracy of only OASI outlays was included. Effective FY 2001, the non-medical accuracy of DI outlays was added to the measure. GAO raised a concern that combining payment accuracy data from the OASI and the DI programs may affect SSA's ability to sufficiently monitor and manage performance. While the Performance and Accountability Report combines data from these two programs, stewardship reports continue to include the accuracy of OASI and DI payment outlays separately.

Data Source: OASDI Stewardship Report. The actual FY 2003 performance data were not available for reporting in the FY 2003 Performance and Accountability Report (PAR) because of the length of time required to gather, validate and analyze the data, and then prepare the final report. The data will be reported in the FY 2004 PAR.

Outcome Measure: Percent of outstanding OASDI debt in a collection arrangement

FY	Actual
2003	39.8%
	Goal
2004	38%
2005	38%

Data Definition: This is the percent of outstanding OASDI debt that is scheduled for collection by benefit withholding or installment payment. The rate is expressed as the average for the year. Outstanding OASDI debt is grouped into four main categories: newly established debt; debt that involves a current due process request such as waiver; debt that is in a collection arrangement; and debt that is not in a collection arrangement. The percent of debt in a collection arrangement is computed by dividing the dollars in that category by the total dollar amount of outstanding debt in all four categories. To improve this indicator, SSA will focus on the debt not in a collection arrangement by developing initiatives to collect it or eliminate it if it is unproductive.

Data Source: The Recovery of Overpayments, Accounting and Reporting (ROAR) system

B.2. Strategic Objective: Strengthen the integrity of the SSN

Output Measure	Projection
SSN requests processed	FY 2004: 17,500,000
	FY 2005: 17,500,000

Outcome Measure: Percent of SSNs issued that are free of critical error

FY	Goal
2003	99.8%
2004	99.8%
2005	99.8%

Data Definition: The rate is based on an annual review of SSN applications to verify that: 1) the applicant did not receive an SSN that belonged to someone else; 2) if the applicant had more than one SSN, the numbers were cross-referenced; and 3) the applicant was entitled to receive an SSN based on supporting documentation (i.e., the field office verified appropriate documentation—United States Citizenship and Immigration Services [USCIS], formerly Immigration and Naturalization Services, document for foreign born and birth certificate for U.S. born-and made a correct judgment of entitlement to an SSN).

Data Source: Enumeration Process Quality Review

Note: For GPRA purposes, only the first two criteria will be used to measure against the FY 2003 goal because baseline data have not been established using the third criterion. However, during FY 2003, all three criteria will be measured internally in order to obtain baseline data. All three criteria will be used for measuring SSN accuracy effective FY 2004; however, at this time numeric goals have not been established for FYs 2004 and 2005 due to the lack of baseline data.

B.3. Increase the accuracy of earnings records

Output Measure	Projection
Annual earnings items processed	FY 2004: 262,500,000
	FY 2005: 267,200,000

Outcome Measure: Reduction in the size of the Earnings Suspense File (ESF)

FY	Goal
2004	27.6 million
2005	TBD

Data Definition: The number of items removed from the ESF will be determined by comparing the ESF as it existed at the end of FY 2003 with the ESF as it will exist at the end of FY 2004. A combination of data elements on the ESF is used as a “key” to determine if an item has been removed. Also, a comparison of the current suspense file will be made to the suspense file at the end of FYs 2004 and 2005.

Data Source: OQA records of items removed from suspense and posted to the correct earnings records

Outcome Measure: The percent of incoming earnings items removed from the suspense file at the end of the annual earnings posting cycle

FY	Actual
2003	0.9%
	Goal
2004	5%
2005	TBD

Data Definition: Earnings that remain in suspense after the annual posting cycle are wage or self-employment earnings not matched to an earnings record after all routine matching operations are complete. The 5 percent reduction will be achieved by using new matching routines currently being developed by OQA that use earnings records as the basis for the match to the employer/self-employment report. The OQA process is used after all other matching attempts. The percentage is determined by comparing the number of items *added* to suspense during a full posting cycle to the number later removed in the new process. The FY 2004 goal of 5 percent represents the cumulative effect of FY 2003 and FY 2004 efforts.

Data Source: Items in the suspense file at the end of the full 2000 cycle compared to items removed by the new process

B.4. Strategic Objective: Efficiently manage Agency finances and assets, and effectively link resources to performance outcomes

Outcome Measure: Percent improvement in Agency productivity

FY	Actual
2003	2.1%
	Goal
2004	2%
2005	2%

Data Definition: The percent change in productivity is measured by comparing the total number of SSA and DDS workyears that would have been expended to process current year SSA-level workloads at the prior year's rates of production to the actual SSA and DDS workyear totals expended.

Data Source: Agency Cost Accounting System

Outcome Measure: Disability Determination Service (DDS) cases processed per workyear (PPWY)

FY	Actual
2003	270.4
	Goal
2004	272
2005	274

Data Definition: This indicator represents the average number of DDS cases processed per workyear expended for all work. A workyear represents both direct and indirect time, including overhead (time spent on training, travel, leave, holidays, etc.). It is inclusive of everyone on the DDS payroll including doctors under contract to the DDS.

Data Source: National Disability Determination Services System

Outcome Measure: Number of SSA hearings cases processed per workyear (PPWY)

FY	Actual
2003	102.7
	Goal
2004	105
2005	107

Data Definition: This indicator represents the average number of hearings cases processed per "direct" workyear expended. A direct workyear represents actual time spent processing cases. It does not include time spent on training, ALJ travel, leave, holidays, etc.

Data Source: OHA Monthly Activity Reports, the Hearing Office Tracking System, Payroll Analysis Recap Report, Time and Attendance Management Information System, OHA Bi-weekly Staffing Report, Training Reports, and Travel Formula

Outcome Measure: SSI Aged claims processed per workyear (PPWY)

FY	Actual
2003	556
	Goal
2004	530
2005	530

Data Definition: The number of SSI aged claims processed per workyear (i.e., total SSI aged claims processed divided by the total workyears expended by field offices on this workload). A workyear represents both direct and indirect time, including overhead (time spent on training, travel, leave, holidays, etc.).

Data Source: Agency Cost Accounting System

Outcome Measure: Milestones in effort to get to “green” in competitive sourcing

Year	Goal
2004	Develop a “green” plan for Competitive Sourcing and implement a “yellow” plan for Competitive Sourcing
2005	Implement a “green” plan for Competitive Sourcing

Data Definition: OMB revised its government-wide instructions regarding development of competitive sourcing plans. The instructions call for the development of plans to meet the standards for a “yellow” and “green” status on the President’s Management Agenda initiative. SSA’s plan was developed in accordance with these instructions and has been approved by OMB. The “yellow” plan calls for:

- Developing an approved plan to compete commercial activities;
- Completing one standard competition **or** publicly announcing standard competitions that exceed the number of positions identified for competition in the Agency’s plan;
- Completing 75 percent of the streamlined competitions attempted in the previous two quarters within a 90-day timeframe; and
- Canceling less than 20 percent of the standard and streamlined competitions publicly announced in the previous two quarters.

SSA is currently in the process of developing a multi-year competitive sourcing plan due later in 2004 to enable the Agency to act strategically and tailor public-private competitions to its mission and workforce needs. Achieving “green” would require the Agency to:

- Develop an OMB approved “green” competition plan that addresses all functions coded ‘commercial suitable for competition’;
- Publicly announce standard competitions in accordance with the Agency’s approved “green” plan;
- Complete at least 10 competitions from the January 2001 starting point;
- Compete 90 percent of all standard competitions in a 90-day timeframe; and
- Cancel fewer than 10 percent of publicly announced standard and streamlined competitions from the previous year.

Data Source: Total commercial positions: OMB-approved Competitive Sourcing Plan based on the Year 2003 FAIR inventory; Commercial positions studied that were identified in the OMB-approved Competitive Sourcing Plan

Outcome Measure: Maintain zero outside infiltrations of SSA’s programmatic mainframes

FY	Actual
2003	0
	Goal
2004	0
2005	0

Data Definition: SSA mainframes store information critical to the completion of the Agency mission, including master files such as enumeration, earnings and beneficiary/recipient payment files. The goal is to prevent any unauthorized access and/or alteration of critical data that would result in improper disclosure, incorrect information or lack of data availability. An infiltration is an unauthorized access that requires a cleanup or restoration of back-up files to a state prior to the infiltration. This would include an authorized user who obtains elevated privileges and performs unauthorized actions resulting in infiltration.

Data Source: Count of the times mainframes are infiltrated, obtained from Change Asset and Problem Reporting System

Outcome Measure:

SUMS FY 2004 Goals	
1.	SUMS Continuing Disability Review Operational Data Store (CDR ODS): The CDR ODS, a relational database to house data for managing the disability postentitlement workloads, will be created and populated with current year data, update protocols will be implemented and access provided for ad hoc querying. This is the first release of the CDR ODS project. It will provide the basis for workload control listings and management information reports in subsequent releases to achieve our long-range goal of establishing a sole source for Agency information to manage these workloads.
2.	SUMS Standards: Standards will be established which will apply to all SUMS projects to enhance data integrity, provide consistent development guidelines and promote efficiency by enabling subsequent SUMS projects to take advantage of earlier work. FY2004 standards include establishment of a model for SUMS counts within the Data Warehouse, data retention policy, data access standards, and designation of common reference tables.
3.	MI Central: A web portal will be established for delivery of all standard SUMS MI reports, and workload control listings. The portal will utilize standard formats and provide a common “look and feel” for the various applications. Users will be able to save reports to a file and to store report parameters (“favorites”). All reports and listings will be in compliance with Section 508. SSI Processing Time and CSR reports will be available in FY 2004. Additional reports will be added as development is completed.
4.	Customer Service Record (CSR): The Customer Service Record project provides a unified view of available programmatic data for a caller/visitor via the Customer Service Query (CSQ). Enhancements to this query will be provided, gathering data from additional sources. Web-based management information reports will be provided which will provide information about the numbers of visitors, reasons for visits and waiting time.
SUMS FY 2005 Goals	
For FY 2005, the SUMS measures will be restructured to be outcome based as opposed to milestone based as they are for FY 2004. These outcome based measures will be more in keeping with the overall intent of the Performance Measures and Goals, and will be more in keeping with the ultimate goals of the SUMS initiative.	

MCAS FY 2004 Goals

- | |
|---|
| <ol style="list-style-type: none"> 1. Cost Analysis System (CAS) Renovation: <u>OEO Work Counts Release 8 of the CAS Renovation project</u> under the umbrella MCAS project will substantially automate the processes currently used to compute basic workload count and work time by workload information for the Office of Earnings Operations and to enter that data to SSA's CAS. This project will reduce the time and effort required to produce data and will enhance the accuracy and integrity of SSA's managerial cost accounting processes. 2. MCAS Report Requirements: <u>Determine MCAS reporting requirements.</u> This project will use a combination of prototyping, demonstration, and interactive requirements development to determine executive and management requirements for MCAS data, reports and information delivery mechanisms. 3. Work Measurement Transition: <u>Convert SSA Management Information System (SSAMIS) to modern technology.</u> The purpose of this project is to transition a key legacy management information system that provides crucial data to the CAS and many other users to a modern and efficient systems architecture that makes data more accessible to end users throughout SSA. 4. MCAS Release 1 - <u>Convert SSA's CAS to a relational data base.</u> The purpose of this project is to transition CAS to a modern and efficient systems architecture that makes data more accessible to end users throughout SSA. This critical financial management information system provides crucial reports and data to many SSA-wide users. Actual system use is expected to begin at the start of fiscal year 2005. |
|---|

MCAS FY 2005 Goals

For FY 2005, the MCAS measures will be restructured to be outcome based as opposed to milestone based as they are for FY 2004. These outcome based measures will be more in keeping with the overall intent of the Performance Measures and Goals, and will be more in keeping with the ultimate goals of the MCAS initiative.
--

Outcome Measure: Receive an unqualified opinion on SSA's financial statements from the auditors

Year	Goal
FY 2004 and FY 2005	Receive an unqualified opinion

Data Definition: An unqualified opinion on the financial statements is provided when an independent auditor determines that the financial statements are presented fairly and, in all material respects, in conformity with accounting principles generally accepted in the United States of America.

Data Source: Auditors work papers

Outcome Measure: "Get to green" on all five PMA initiatives

FY Year	Goal
2004 and 2005	Achieve an overall rating of "green" on 4 of 5 PMA initiatives on status

Data Definition: Receiving a "green" score on PMA initiative status scores.

Data Source: OMB's PMA initiative status scores for SSA

C. Strategic Goal: To achieve sustainable Solvency and ensure Social Security programs meet the needs of current and future generations

Strategic Objective: Through education and research efforts, support reforms to ensure sustainable solvency and more responsive retirement and disability programs

Outcome Measure: Provide support to the Administration and Congress in developing legislative proposals to achieve sustainable solvency for Social Security and implementing reform legislation

FY 2004 and FY 2005 Goal
Conduct analysis for the Administration and Congress on key issues related to implementing Social Security reforms.

Outcome Measure: Percent of adult Americans knowledgeable about Social Security programs and related issues, including long-range financing

FY	Goal
2004	N/A
2005	TBD

Data Definition: This is the percent of Americans (adults age 18 and over) determined as “knowledgeable” in the Public Understanding Measurement System (PUMS) Survey. The FY 2003 PUMS survey was substantially revised and expanded to include a number of additional questions designed to determine the public’s understanding of current Social Security programs as well as long-range financing issues. SSA is still analyzing this data; therefore, we will not develop a 2004 target.

Data Source: Revised PUMS survey

D. Strategic Goal: To strategically manage and align Staff to support SSA’s mission

Strategic Objective: Recruit, develop and retain a high-performing workforce

Outcome Measure: Improve the new hire retention rate

FY	Actual
2002	84.3%
2003	86.4%
	Goal
2004	84.9%
2005	85.2%

Data Definition: The FY 2003 new hire retention rate was determined by the percentage of FY 2001 new hires that remained with SSA during FY 2001 and 2002. The FY 2004 new hire rate will be determined by the percentage of FY 2002 new hires that remain with SSA during FY 2002 and 2003. The FY 2005 new hire retention rate will be determined by the percentage of FY 2003 new hires that remain with SSA during FY 2003 and 2004.

Data Source: The Human Resource Management Information System

Outcome Measure: Milestones in developing new performance management systems

FY	Goal
2004	Implement a new system for GS-15 employees
2005	Formulate a new system for GS-14 and below employees

Data Definition: For FY 2004 – Implementation of an enhanced assessment system for GS-15 level employees. For FY 2005 develop, in accordance with a new national labor agreement, an enhanced system for GS-14 and below bargaining and non-bargaining level employees patterned after the systems implemented for SES and GS-15 employees.

Data Source: Office of Human Resources records

Outcome Measure: Number of job enrichment opportunities (includes headquarters components and regional development programs)

FY	Actual
2003	4.2% of workforce
	Goal
2004	3% of workforce
2005	3% of workforce

Data Definition: Percent of the Agency workforce participating in one of the formal national development programs or experiences (short-term formal career development training), a component program, or a regional-level program.

Data Source: Office of Training records

Outcome Measure: Make available the equivalent of 40 hours of training annually to all employees

FY	Actual
2003	Average of 68 hours training per employee
	Goal
2004	Average of 40 hours training per employee
2005	Average of 40 hours training per employee

Data Definition: Success is defined as having demonstrated that SSA made available on average the equivalent of 40 hours of training per employee annually through the interactive video teletraining and the online university.

Data Source: Office of Training records and the Human Resources Management Information System

Major Program Evaluations Covering FY 2004-2005

GOAL	EVALUATION	DESCRIPTION	COMPLETION DATE
SERVICE	Service Satisfaction Survey	Surveys overall public satisfaction with service	Annually in September
	Internet Services Satisfaction Surveys	Surveys satisfaction related to new or expanded Internet services made available to the public in FY 2003 or for other issues related to Internet service delivery	Date, subject, scope and methodology to be determined based on Agency information needs
	Targeted Notice Surveys	Provides baseline information regarding (a) SSA's most problematic Title II notices and (b) SSI award notices	Completed in FY 2003
	Employer Survey	Surveys employer satisfaction with SSA's service	Annually in April
	State Partnership Evaluations	Evaluates the effects of demonstration projects to assist States in developing integrated employment services for disabled beneficiaries	Annually in September
	Congressional Report on Adequacy of Incentives under the Ticket-to-Work Program	Evaluates the extent to which payments to Employment Networks under the Ticket-to-Work Program provide sufficient incentives to ensure that beneficiaries with high-cost needs receive adequate services	FY 2004
STEWARDSHIP	CDR Report to Congress	Reports on SSA's progress in meeting CDR requirements under law and assesses effectiveness of CDRs	FY 2003
	Safeguard Procedures Report/Activity Report	Reports to IRS on security procedures in place for each SSA system using or storing IRS data	Annually
	FISMA Report to OMB	Reports the status of SSA's information security program	Annually
	RSDI Stewardship Review	Reviews dollar accuracy of payment outlays	Annually
	SSI Stewardship Review	Reviews dollar accuracy of payment outlays	Annually
	SSI Annual Report	Reports on the status of the SSI program	Annually in May
	Enumeration Review	Reviews enumeration process to determine the quality of SSN issuance	Annually
SOLVENCY	Public Understanding Measurement System Survey	Surveys adults age 18 and over to assess their knowledge of Social Security programs and related issues – National	Annually
	Trustees Report	Board of Trustees Report on the OASDI/HI/SMI Trust Funds	Annually in April
	Evaluation of Changing Benefit Structures	Evaluates the distributional impact of changing OASDI and SSI benefits	Ongoing

GOAL	EVALUATION	DESCRIPTION	COMPLETION DATE
STAFF	New Hire Study	Evaluates why job candidates select SSA, and why they choose to stay or to leave early in their careers	FY 2003
	Competency-Based Hiring	Evaluates use of a claims representative assessment tool in the hiring process with a pilot that ended in September 2003 and an evaluation in January 2004	FY 2004

Verification and Validation of Data

SSA Data Integrity Systems and Controls: Performance data for the Annual Performance Plan's quantifiable measures, including the budgeted output measures, are generated by automated management information and workload measurement systems, as a by-product of routine operations. The performance data for several accuracy and public satisfaction indicators comes from surveys and workload samples designed to achieve very high levels (usually 95 percent confidence level) of statistical validity.

The Office of Quality Assurance and Performance Assessment (OQA) performs stewardship reviews that have been the mainstay reports on the quality of the OASDI and SSI programs for many years, and this review will continue to be the primary measure of quality for Agency performance. Review findings provide the basis for reports to Congress and other monitoring authorities. The review provides an overall accuracy measurement of payments to all beneficiaries currently on the rolls. It is based on a monthly sample selection from the payment rolls consisting of beneficiaries in current payment status. For each sampled case, the recipient or representative payee is interviewed, collateral contacts are made as needed, and all factors of eligibility are redeveloped as of the current sample month.

OQA is no longer able to perform traditional Index Dollar Accuracy reviews in sufficient volume to provide data that are valid at the regional level. OQA has been testing a new protocol to provide more current and useable quality feedback on recently adjudicated OASDI/SSI claims and SSI redeterminations. The new evaluation methodology (Targeted Assessment Reviews) focuses on Field Office/Program Service Center quality and relies on the adjudication procedures as defined by the Program Operations Manual System instructions.

Program Performance Report: The annual Performance and Accountability Report (PAR) is used to report Agency progress in meeting the Government Performance and Results Act (GPRA) goals. The FY 2003 PAR describes the Agency's comprehensive review program of management and security controls for: 1) administrative and programmatic processes; and 2) accounting controls in financial management systems.

Also discussed are the results of the audit of the FY 2003 financial statements and internal controls by PricewaterhouseCoopers, an independent accounting firm. Such reviews and assessments ensure that systems are secure and not vulnerable to manipulation by intruders, and confirm confidence in the reliability of performance data.

Roles of the General Accounting Office (GAO) and SSA's Office of the Inspector General (OIG):

The GAO and OIG play key roles in assuring that data systems for measuring performance are reliable, and that data are useful and relevant to policy decisionmaking. The OIG evaluates the processes and systems being used to measure progress in goal achievement to assure that they provide accurate assessments of performance. In FY 2003, the OIG performed a comprehensive review of our performance measures from the perspective of determining if the Agency's 11 key programs and activities were addressed by our FY 2002 performance measures and if they were objective, understandable and outcome-based. The OIG found that SSA has made great strides in meeting GPRA's objectives and continues to refine its performance measures. Additionally, the OIG found that SSA's performance measures were objective in all key areas, understandable in 10 of 11 areas, partially outcome-based in 10 areas, and fully outcome-based in one area. The OIG made recommendations on specific performance measures, many of which we have already implemented or agreed to implement. There were some to which we did not agree, and for those, we provided a rationale.

The GAO identified “*Major Performance and Accountability Challenges*” for the Social Security Administration for FY 2003; they are to:

1. Strengthen the integrity of the SSI program;
2. Improve programs that provide support for individuals with disabilities;
3. Better position SSA for future service delivery challenges, including information technology; and
4. Strengthen controls to protect the personal information SSA develops and maintains.

The GAO noted that because of the steps SSA has taken to strengthen its research, evaluation and policy development activities, this issue was removed as a separate management challenge. This success demonstrates the Agency’s commitment to be more responsive to recommendations from the OIG and the GAO.

Coordinated Agency Evaluation Plan: Each fiscal year, we develop a coordinated Agency Evaluation Plan. Components involved in evaluation, including the OIG, conduct a joint review of evaluation work plans to assure an appropriate match between planned evaluation activities and Agency priorities. They identify and address any information gaps and eliminate any overlap or duplication.