

Strategic Goal: To make SSA program management the best-in-business, with zero tolerance for fraud and abuse

This goal addresses SSA’s responsibility, from both a service and business perspective, to pay benefits accurately and otherwise be a good steward of the money entrusted to its care. This responsibility entails establishing and maintaining a record of an individual’s earnings for use in determining entitlement to benefits and payment amounts; making accurate eligibility and entitlement decisions; detecting overpayments; deterring, identifying, and combating applicant and beneficiary fraud; reducing debt; and ensuring that we carry out our operations efficiently.

The following Objectives support this Strategic Goal:

- ❖ Make benefit payments in the right amount
- ❖ To become current with DI and SSI CDR requirements by 2002
- ❖ Through 2002, to maintain and improve current levels of accuracy and timeliness in posting earnings data to individuals earnings records
- ❖ To aggressively deter, identify, and resolve fraud
- ❖ To increase debt collection by 7 percent annually through 2002

The FY 2001 budget includes an estimated \$1.7 billion for the full range of activities that SSA, including the OIG, undertakes to ensure the integrity of records and payments and protect the taxpayer’s investment in the trust funds and general funds. The following table displays the funding arrayed by the workloads and activities that SSA will undertake in support of this strategic goal.

Workloads	Dollars (millions)	Output Measures (thousands)
Continuing Disability Reviews (CDRs)	\$ 674	1,729
SSI Non-Disability Redeterminations	\$ 337	2,050
Annual Wage Posting	\$ 119	259,400
Representative Payee Actions	\$ 182	7,462
Overpayment Actions	\$ 266	3,859
OIG Activities	\$ 73	N/A
Other Postentitlement Workloads ¹	\$ 84	N/A
Total	\$ 1,735	N/A

¹ Includes Annual Reports of Earnings and School Attendance Reports.

Strategic Objective: **Make benefit payments in the right amount, specifically:**

- ❖ **Maintain through 2002 the accuracy of OASI payment outlays**
- ❖ **Maintain or improve through 2002 the accuracy of DI payment outlays**
- ❖ **By 2002, raise to 96 percent the accuracy of SSI payment outlays**

Context

Quality has always been a priority for SSA. Paying benefits accurately is a critical component of world-class service--that is, making sure that the right people get the right payment. From the stewardship perspective, SSA's annual program outlays are so large that even small percentages of payment error can mean millions of dollars paid incorrectly.

FY 2001 Performance Indicators and Goals

The OASI and SSI payment outlay dollar accuracy rates, which reflect the accuracy of payments to all beneficiaries currently on the rolls, are the most comprehensive measures of SSA performance under this objective. For internal management purposes, SSA also uses a variety of lower-level measures of payment quality, both at the national and local level, that help us to pinpoint error-prone areas for corrective action.

We are looking at disability accuracy from our customers' perspective and at the entire process, not just at accuracy in the separate initial process and hearings process. As we continue to pursue ongoing process unification initiatives and begin to prototype modifications to the disability claims process, one of our primary goals is to improve net decisional accuracy at the DDS level. (Net accuracy is a measure of the percentage of correct decisions issued by the State DDSs.)

SSA will implement the new prototype disability process in ten DDSs in FY 2000. This equates to 20 percent of the national workload. We will establish new net accuracy targets after the prototype has been implemented nationally.

In addition, we are establishing two other accuracy indicators for DDS initial decisions: allowance performance accuracy and denial performance accurate. (Performance accuracy is the percentage of cases without either documentation or decisional errors.)

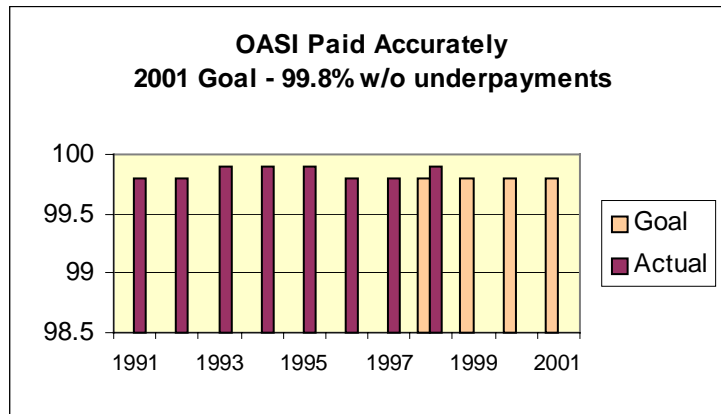
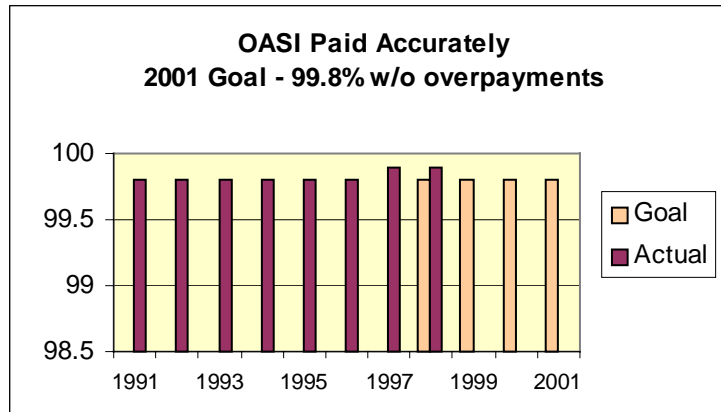
We are continuing to work on developing a measurement system that will assess the overall accuracy of payment outlays for disability-based benefits taking into account both the medical and non-medical factors of eligibility. In the meantime, we are continuing to use the lower-level measures of DDS and OHA decisional accuracy as indicators of our performance in this area.

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Indicator: Dollar accuracy of OASI payment outlays: percent without overpayments and percent without underpayments

FY 2001 Goal: 99.8% without overpayments
99.8% without underpayments

Baseline Data:	FY2000 APP Goal	FY1999 APP Goal	FY1998 APP Actual
Overpayments:	99.8%	99.8%	99.9%
Underpayments:	99.8%	99.8%	99.9%



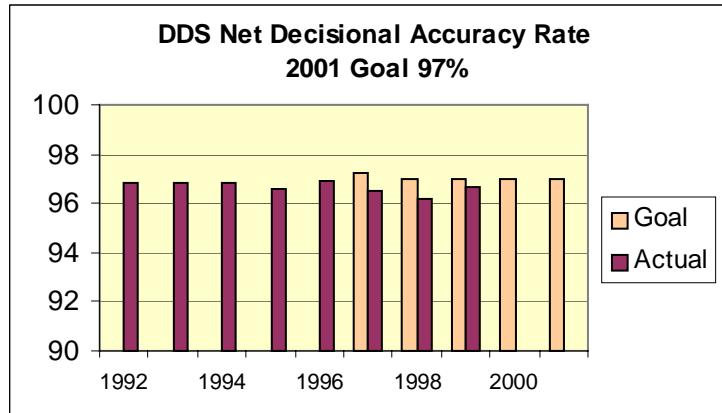
Definition: The OASI payment accuracy rate is determined by an annual review of a statistically valid sample of the beneficiary rolls. Separate rates are determined for the accuracy of payments with overpayment dollars and the accuracy of payments with underpayment dollars. The rates are computed by dividing the dollars overpaid or dollars underpaid by the total dollars paid for the fiscal year. This percentage is subtracted from 100 percent to attain the accuracy rate.

Data Source: OASI Stewardship Report

Indicator: DDS net decisional accuracy rate

FY 2001 Goal: 97%

Baseline Data: FY2000 APP Goal 97% FY1999 Actual 96.7% FY1998 Actual 96.2%



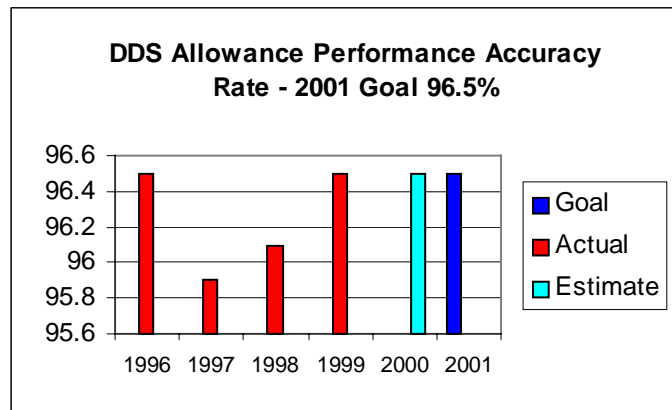
Definition: The net decisional accuracy of disability claims--both DI and SSI--reflects the percentage of correct initial determinations--both allowances and denials--issued by State DDSs.

Data Source: Annual Disability Quality Assurance Reports

Indicator: DDS allowance performance accuracy rate

FY 2001 Goal: 96.5%

Baseline Data: FY2000 APP Estimate 96.5% FY1999 Actual 96.5% FY1998 Actual 96.1%



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

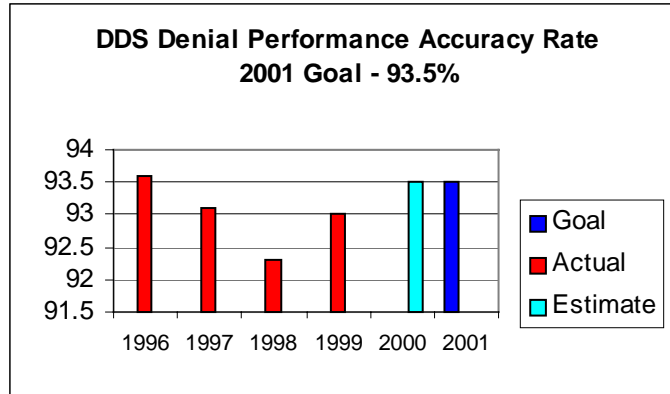
Data Source: Annual Disability Quality Assurance Reports

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Indicator: DDS denial performance accuracy rate

FY 2001 Goal: 93.5%

Baseline Data: FY2000 APP Estimate 93.5% FY1999 Actual 93% FY1998 Actual 92.3%

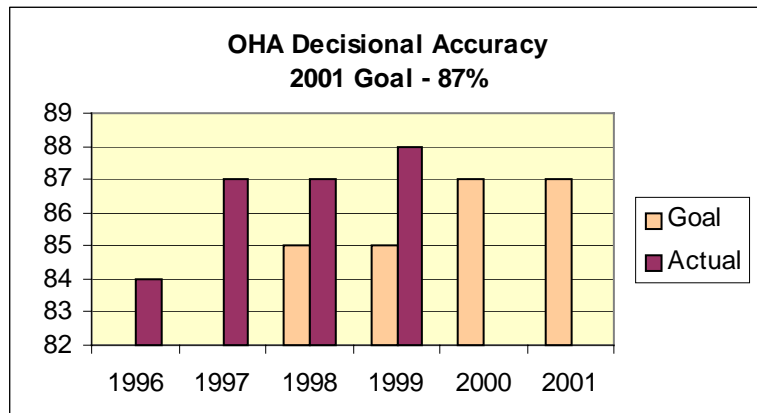


Definition: The denial accuracy rate reflects the estimated percentage of initial disability denials that do not have to be returned to the DDSs for development of additional documentation or correction of the disability determination.

Data Source: Annual Disability Quality Assurance Reports

Indicator: OHA decisional accuracy rate

FY 2001 Goal: 87%



Baseline Data: FY2000 APP Goal 87% FY1999 Actual 88% FY1998 APP Actual 87%

Definition: The decisional accuracy of hearings reflects the percentage of disability hearings decisions--both favorable and unfavorable--supported by "substantial evidence", the standard used by the Federal Courts to evaluate accuracy of decisions, and

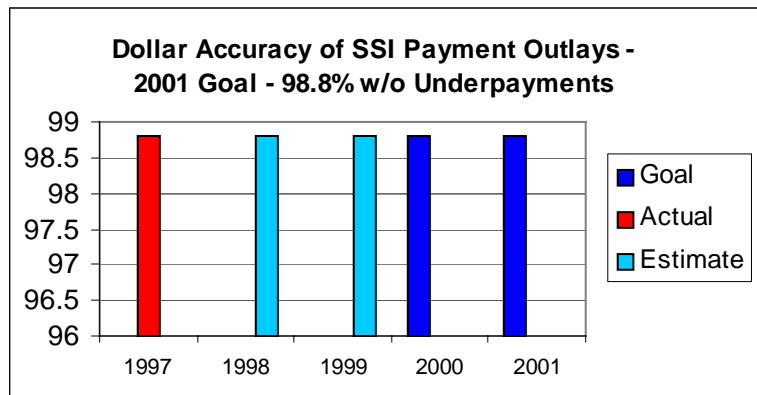
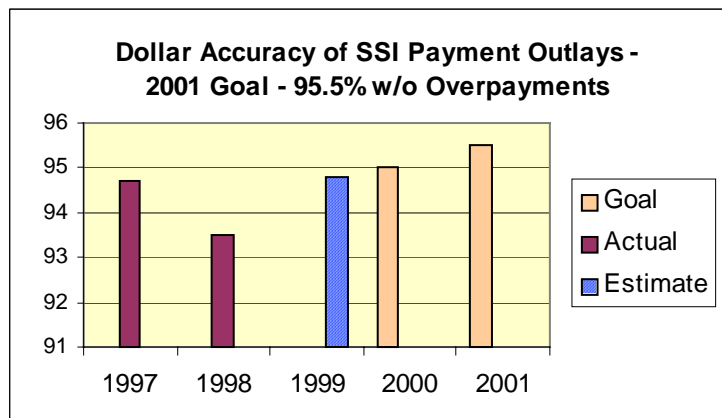
by the Appeals Council in determining which hearing decisions to review. Prior to FY 1999, reporting on OHA decisional accuracy was biennial. Beginning FY 1999, reporting is annual.

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

Indicator: Dollar accuracy of SSI payment outlays: percent without overpayments and percent without underpayments

FY 2001 Goal: 95.5% without overpayments
98.8% without underpayments

Baseline Data:	FY2000 APP Goal	FY1999 Estimate	FY1998 Actual
Overpayments:	95.0%	94.8%	93.5%
Underpayments:	98.8%	98.8%	98.8%



Definition: The SSI 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 the dollars overpaid or dollars underpaid by the total dollars paid for the fiscal year. This percentage is subtracted from 100 percent to attain the accuracy rate. The current measurement system captures only the accuracy of the non-medical aspects of eligibility for SSI payment outlays.

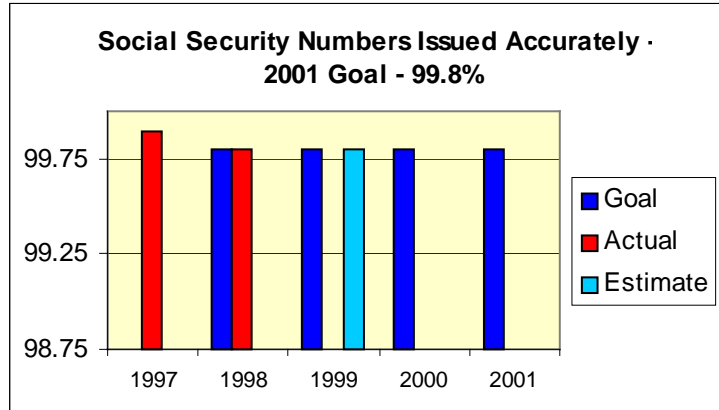
Data Source: SSI Stewardship Report

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Indicator: Percent of SSNs issued accurately

FY 2001 Goal: 99.8%

Baseline Data: FY2000 APP Goal 99.8% FY1999 Estimate 99.8% FY1998 Actual 99.8%



Definition: This rate is based on an annual review of a sample of approximately 2,000 SSN applications to verify that the applicant has not been issued an SSN that belongs to someone else, or that multiple SSNs assigned to the same applicant have been cross-referred. Data exclude SSNs assigned via the Enumeration-at-Birth process.

Data Source: Enumeration Process Quality Review Report

Means and Strategies

OASI: Because the accuracy level is already high, with 99.9 percent of OASI payments free of overpayments or underpayments, there is little we can do to noticeably raise the level of performance in this area. Still, from a program management standpoint, customers are affected by payment inaccuracies, no matter how few, and our commitment to maintain the current high level of performance requires attention to ensure that slippage does not occur. The major causes of OASI payment error are inaccurate earnings postings and manual computations of benefit rates. As part of our quality emphasis, we are taking measures to increase interviewer attention to gaps in claimants' earnings patterns. With the service and automation improvements described throughout this plan, most notably Title II Systems Redesign and the various initiatives that support our objective to maintain accuracy and timeliness in posting earnings, SSA is confident that we will be able to maintain current accuracy levels.

Disability: Improvements to the disability claims process focusing on implementing a new prototype disability process and on process unification are the core of our strategy to improve the accuracy of disability claims adjudication. By providing greater decisional authority to the disability examiner, making more effective use of the medical consultant,

ensuring that appropriate development and explanations are included in initial cases and increasing opportunities for claimant interaction with the decision maker through a claimant conference, and by providing uniform training and guidance to disability adjudicators, the accuracy of initial claims will improve.

While SSA does measure the accuracy of State DDS decisions, SSA has not specified a goal for the accuracy of payments based on disability since no baseline measure of performance currently exists for this area. However, because regular conduct of CDRs ensures that only individuals who continue to be eligible remain on the rolls, our efforts to become current with title II and title XVI CDRs, by the end of fiscal years 2001 and 2002 respectively (see the strategic objective discussed next), should have a positive impact on the overall accuracy of DI and SSI disability payments.

SSI: Over the past 10 years, the accuracy of SSI payment outlays has ranged between 96.6 and 93.5 percent. These rates compare favorably to the accuracy levels achieved in other income maintenance programs. For example, the former Aid for Families with Dependent Children program encountered payment accuracy rates between 93.2 and 95 percent in the last few years, and the Food Stamp program's FY 1996 accuracy rate was slightly above 92 percent.

Still, in a program the size of SSI, a small percentage of error translates into large dollar amounts. For example, in FY 1996, the 5.5 percent overpayment error rate was equivalent to approximately \$1.6 billion. Consequently, SSA has committed to improving the SSI payment accuracy rate from 94.5 percent in FY 1996 to 95.5 percent in FY 2001 and to at least 96 percent in FY 2002, equating to substantial reductions in overpayment errors below the FY 1996 level.

Our strategy for increasing the accuracy of SSI payments is part of a comprehensive plan to improve management of the SSI program. The plan encompasses the accuracy improvement efforts described below.

Non-Disability Redeterminations of Eligibility: The most powerful tool for improving the accuracy of SSI payments is the redetermination process, which focuses on the income and resources factors affecting eligibility and payment amounts. Additional investment of resources SSA made in FY 1999 in high-error profile redeterminations produced overpayment benefits of about \$7 for every \$1 spent. Because redeterminations are so effective in reducing overpayments, SSA is working to detect overpayments more quickly and to prevent future overpayments by increasing the number of redeterminations that it conducts. The budget commits to increasing the number of SSI non-disability redeterminations to 2.05 million in FY 2001 (compared to the 1.9 million conducted in FY 1998).

Increased Computer Matching: Computer matches generate alerts to SSA field offices to conduct investigations to detect and prevent overpayments. SSA is aggressively pursuing more frequent matches for current data exchanges and new matches that will provide more information on income, resources and institutionalization. SSA has

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increased the frequency of matches with HCFA data on nursing home admissions and has begun a new match with the Office of Child Support Enforcement/National Directory of New Hires (OCSE/NDNH) wage and unemployment compensation databases. SSA is working with the National Automated Clearing House Association to pursue electronic verification of financial account information to replace the existing paper verification process.

Expanded Online Access to Data: While computer matches produce information intermittently, online access produces information immediately and provides the means to prevent overpayments before eligibility or payment determination is made. We are currently pursuing online access to the OCSE/NDNH wage and unemployment compensation databases and a pilot online process. In addition, SSA is expanding both the number of States and the number of agencies within the States that provides us online access to records on human services, vital statistics, and unemployment and workers compensation records.

Training and Instructional Tools: Efforts are underway to strengthen SSA employees' interviewing and development skills and their understanding of SSI program rules. SSA has conducted multiple Interactive Video Training sessions and has issued twelve Program Circulars and Program Operations Manual System transmittals addressing persistent sources of program error--financial eligibility, living arrangements and in-kind support and maintenance (i.e., non-cash assistance, such as food, shelter or clothing). Further, SSA has developed an intranet website for posting IVT session questions and answers.

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

- ❖ **Combating Fraud**
- ❖ **Continuing Disability Review Process Enhancements**
- ❖ **Earnings Improvement Program**
- ❖ **Information Exchange**
- ❖ **Title XVI Debt**
- ❖ **Service to the Non-English Speaking (NES) and Limited English Proficient (LEP) Public**
- ❖ **SSI PE Modernization**

Strategic Objective: **To become current with DI and SSI periodic CDR requirements by 2002**

Context

CDRs are one of the most effective mechanisms SSA has for determining whether title II and title XVI disability beneficiaries have medically improved and no longer meet the statutory definition of disability, and therefore should be terminated from the rolls. This

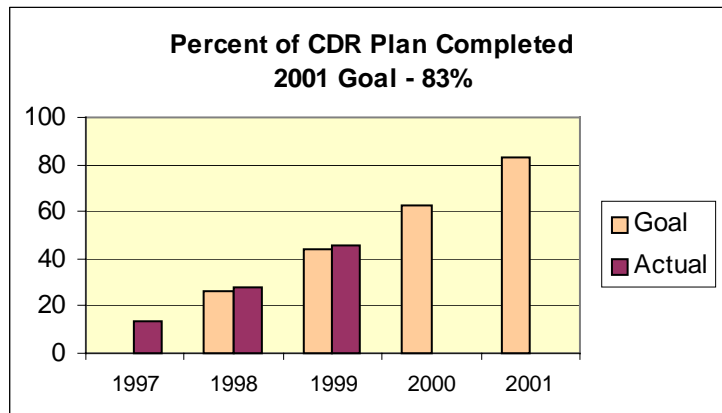
objective contributes to the attainment of the overall outcome of accurate payments, articulated in the first objective under this goal.

FY 2001 Performance Indicators and Goals

Indicator: Percent of multi-year CDR plan completed

FY 2001 Goal: 83%

Baseline data: FY2000 APP Goal 63% FY1999 Actual 45.9% FY1998 Actual 27.7%



Definition: To achieve this goal in FY 2001, SSA must conduct 1.7 million periodic review CDRs. This measure is derived by dividing the cumulative number of CDRs SSA processed from FY1996, the first year of the CDR multi-year plan, through the current fiscal year, by the total number of CDRs SSA has committed to processing through 2002 according to its multi-year CDR plan.

Data Source: Disability management information

Means and Strategies

Congress has provided authority for an increase in discretionary spending caps for fiscal years 1996-2002 to fund the cost of processing CDRs. SSA has developed a 7-year plan that will ensure that SSA is current on title II CDRs by the end of FY 2000 and on title XVI CDRs by the end of FY 2002. SSA's CDR plan is an important element of its strategy to improve management of the SSI program. Consistent with that plan, SSA expects to process 1,729,000 periodic review CDRs, including 728,000 SSI-only CDRs, in FY 2001. Actuarial estimates of the OASDI and Federal SSI program savings resulting from CDRs conducted in FY 1998-2002 amount to approximately \$2.3 billion and \$3 billion, respectively, over this five-year period.

To make the CDR process more effective and efficient, SSA is implementing various innovations. These include:

Improved Profiling: This effort improves our ability to accurately and consistently identify factors that indicate medical improvement and predict when, during the life of a

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case, these factors occur. It has the potential to generate substantial program and administrative savings by enabling SSA to define more precisely when and how frequently to conduct CDRs for various beneficiary groups.

Workflow Enhancements: This effort consists of process improvements, management information, and systems changes needed to enhance the CDR process and ensure its efficiency throughout and after the CDR 7-year plan.

The Key Initiative, **Continuing Disability Review Process Enhancements**, supports achievement of this objective.

Strategic Objective: Through 2002, to maintain and improve current levels of accuracy and timeliness in posting earnings data to individuals' earnings records

Context

Because SSA's earnings file is the basis for eligibility and payment decisions in the OASI and DI programs, having accurate and up-to-date records of earnings is important to overall payment accuracy.

FY 2001 Performance Indicators and Goals

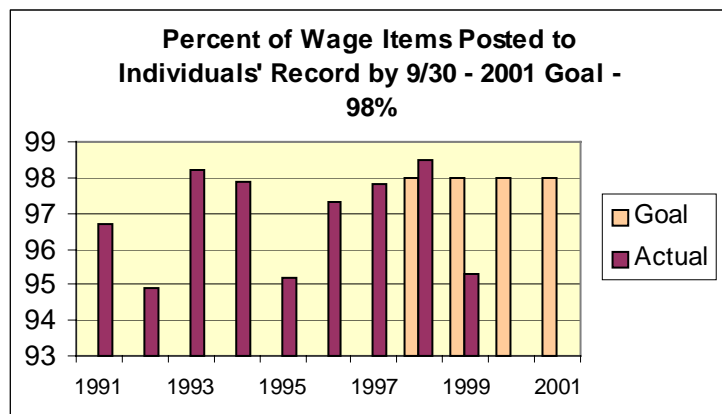
Indicator: Percent of wage items posted to individuals' records by September 30

FY 2001 Goal: 98%

Baseline Data: FY2000 APP Goal
98%

FY1999 Actual
95.3%

FY1998 Actual
98.5%



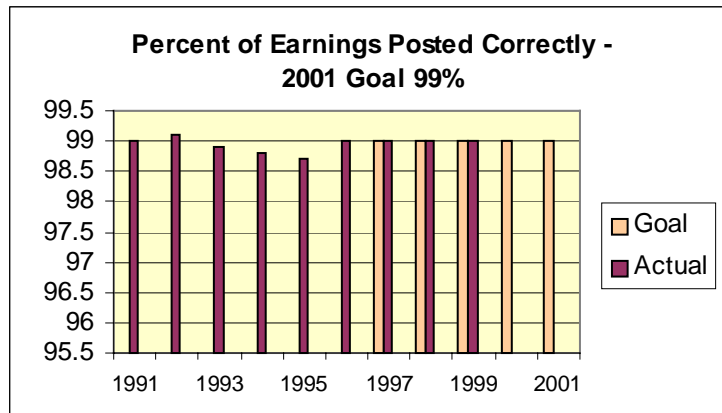
Definition: The computation of this rate is the number of wage items posted by the end of September divided by the number of wage items posted by the end of the processing year (mid-January).

Data Source: Earnings Posted Overall Cross Total/Year to Date System (EPOXY)

Indicator: Percent of earnings posted correctly

FY 2001 Goal: 99%

Baseline Data: FY2000 APP Goal 99% FY1999 Actual 99% FY1998 Actual 99%



Definition: This rate represents the percent of earnings that SSA is able to post to individuals' records based on a match to a valid name/SSN. In addition, it reflects the results of a quality assurance review of the accuracy of earnings posted. The computation of this rate is the total earnings processed correctly to individuals' earnings records for a tax year divided by the total earnings reported to SSA for that tax year.

Data Source: Earnings Posted Overall Cross Total/Year to Date System (EPOXY) and a quality assurance review of the accuracy of posting received reports

Means and Strategies

SSA has made many improvements in the earnings process and has achieved excellent timeliness and accuracy in wage postings. A few problems remain, however, most significantly in the volume of wage reports posted to the Earnings Suspense File because SSA is unable to match the report to a valid name/SSN. SSA has developed a 5-year plan that will move the Agency toward more accurate earnings records, improved earnings products and services for employers, and a reduced **Earnings Suspense File**. The following are the Key Initiatives through which SSA will achieve this strategic objective:

- ❖ **Earnings Improvement Program**
- ❖ **Expand Electronic SSN Verification Services**
- ❖ **Expand Electronic Wage Reporting**

Strategic Objective: To aggressively deter, identify, and resolve fraud

Context

In any benefits program, there is potential for deliberate acts of deception. In a broad sense, virtually all Agency efforts encompassed by SSA’s program management goal constitute elements of SSA’s strategy to combat fraud. While we have not found widespread fraud in our programs, any level of fraud is a source of concern. As we fulfill our role as stewards of the public trust, this targeted objective underscores SSA’s commitment to remain vigilant in our efforts to combat fraud.

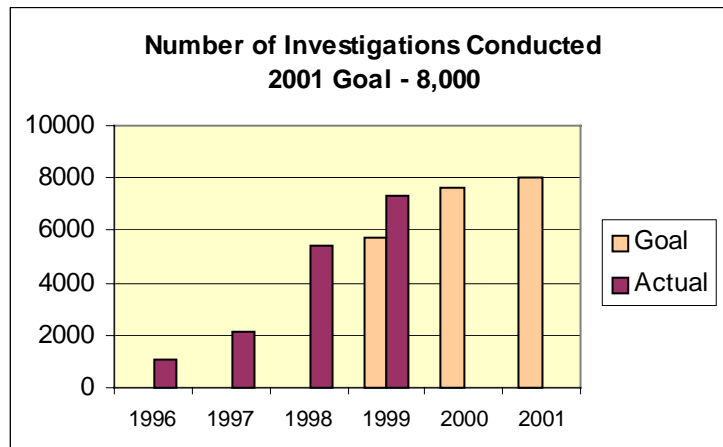
FY 2001 Performance Indicators and Goals

Because it is extremely difficult to project the universe of fraud, we are unable to directly measure the desired outcomes—detection of all existing fraud and reduction in fraud overall. Consequently, the indicators for this objective focus on the outputs of our efforts to achieve improvements in deterring, identifying and resolving fraud. For example, our measure for the number of investigations conducted tracks cases closed in a year rather than cases opened; this is a better indicator of the effectiveness of our investigations.

Indicator: Number of investigations conducted (i.e., closed)

FY 2001 Goal: 8,000

Baseline Data: FY2000 APP Goal 7,600 FY1999 Actual 7,308 FY1998 Actual 5,448



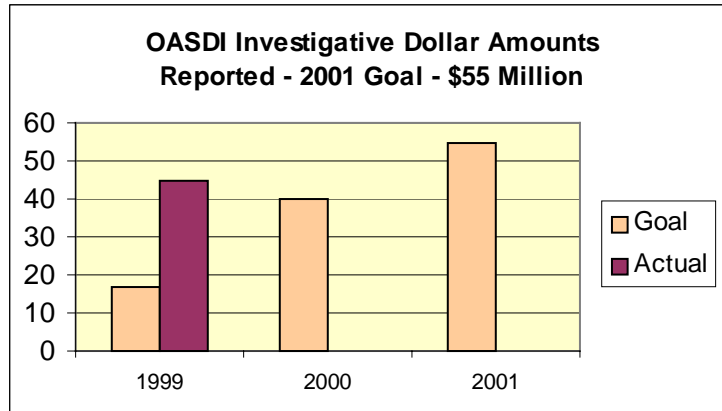
Definition: Investigations result from allegations that have sufficient information or potential risk to warrant further review or action by a criminal investigator. Investigations are counted as “conducted” when all OIG actions have been completed, i.e., the investigator has presented the facts of the case to a prosecutor or has determined that further action is not warranted due to lack of investigative leads.

Data Source: Allegation and Case Investigative System (ACIS)

Indicator: OASDI dollar amounts reported from investigative activities

FY 2001 Goal: \$55 million

Baseline Data: FY2000 APP Goal \$40M FY1999 Actual \$45M FY1998 Actual NA



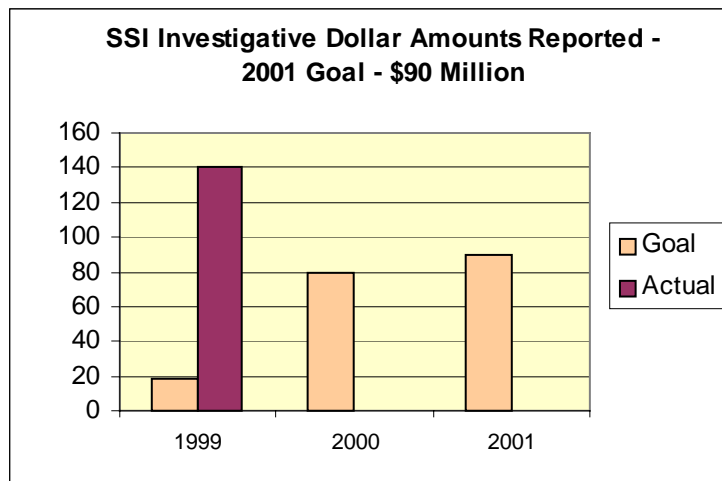
Definition: OASDI dollars from penalties, assessments, savings, recoveries and restitutions related to investigative activities, that are reported by OIG field divisions and included in the OIG semi-annual reports. Baseline data for years prior to FY 1999 are available only for all programs combined. In FY 1997, the total OASDI and SSI amount reported from investigative activities was \$28 million. Beginning in FY 1999, dollar amounts reported are segregated by program.

Data Source: Allegation and Case Investigative System (ACIS)

Indicator: SSI dollar amounts reported from investigative activities

FY 2001 Goal: \$90 million

Baseline Data: FY2000 APP Goal \$80M FY1999 Actual \$140M FY1998 Actual NA



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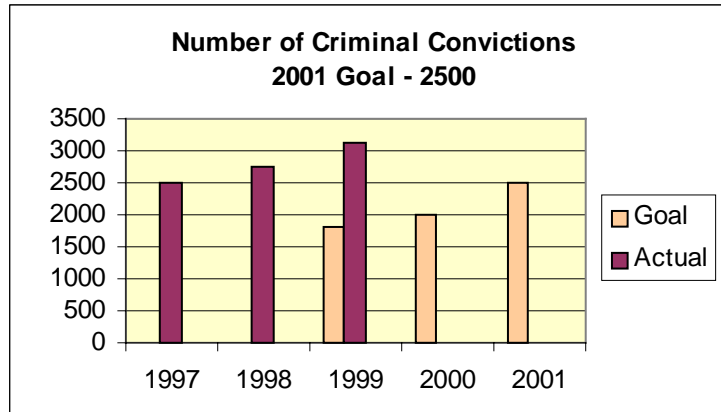
Definition: SSA dollars from penalties, assessments, savings, recoveries and restitutions related to investigative activities, that are reported by OIG field divisions and included in the OIG semi-annual reports. Baseline data for years prior to FY 1999 are available only for all programs combined. In FY 1997, the total OASDI and SSI amount reported from investigative activities was \$28 million. Beginning in FY 1999, dollar amounts reported are segregated by program.

Data Source: Allegation and Case Investigative System (ACIS)

Indicator: Number of criminal convictions

FY 2001 Goal: 2,500

Baseline Data: FY2000 APP Goal 2,000 FY1999 Actual 3,139 FY1998 Actual 2,762



Definition: Number of criminal convictions as related to SSA/OIG investigative activities. This measure includes more than convictions in a court of law

Data Source: Allegation and Case Investigative System (ACIS)

Means and Strategies

SSA has been engaged in an aggressive program to deter, detect, investigate and prosecute fraud. To carry out this effort, SSA and the OIG have cooperated in developing a comprehensive anti-fraud plan, and SSA has established a National Anti-Fraud Committee, comprising joint SSA and OIG executive leadership, to oversee the entire effort. The national committee is supported by eleven regional committees (ten representing SSA regional offices; one at SSA headquarters) responsible for local issues.

In recent years, the OIG has steadily increased its investigative resources for combating fraud. As a result, even as we set improvement targets for investigations conducted, (i.e., OASI and SSI dollar amounts reported from investigative activities and number of criminal convictions), the return on investment in terms of actual recent performance has exceeded those targets. For example, the actual OASI and SSI dollars reported from investigative activities far exceeded our goals for FY 1999. Much of this success was due to two investigative projects: the Cooperative Disability Investigations (CDI) teams

and SSI eligibility fraud projects. The CDI teams accounted for \$2.8 million in 1998 and rose to \$23 million in 1999. The same growth pattern was evident in the eligibility fraud projects; millions of dollars in savings were reported from New York City alone. It is too early to determine if these initiatives can be duplicated elsewhere or if their one-year success rate will continue into FY 2000 and beyond. The FY 2001 budget proposal includes funding for 385 workyears dedicated to OIG investigative activities. This is an increase of 69 percent in investigative resources since FY 1997. However, as experienced investigators retire, new agents need to be trained before they become productive; this will impact our performance in FY 2001.

A greater portion of OIG investigative resources will be directed toward operations focused on SSI fraud, an important element of the Agency's comprehensive plan to improve management of the SSI program. The anti-fraud plan includes ongoing activities to address the following major areas of vulnerability in the SSI program:

- ❖ Fraudulent claims of U.S. residency in order to receive benefits;
- ❖ Collaboration with third parties to fraudulently obtain disability benefits;
- ❖ Intentional withholding of information on income, resources or living arrangements in order to receive SSI benefits; and,
- ❖ Payments to people who are fleeing to avoid prosecution, are fleeing to avoid custody or confinement after conviction, or are violating conditions of probation or parole.

On December 14, 1999, the President signed into law the Foster Care Independence Act of 1999, Public Law 106-069. The law includes provisions that authorize SSA to impose administrative sanctions in the form of periods of ineligibility for an individual who furnishes information that is material to eligibility or payment amount, that the individual knew, or should have known was inaccurate.

The anti-fraud plan, including those efforts that address fraud in the SSI program, is being carried out through a single, integrated Key Initiative, **Combating Fraud**.

Strategic Objective: To increase debt collections by 7 percent annually through 2002

Context

While SSA's objective in managing the OASDI and SSI programs is to achieve the highest accuracy rate possible, it is inevitable that some debt will be created because of the dynamics of the programs. Our stewardship responsibilities require that we recover as much of this debt as possible.

This objective essentially maintains our current performance in managing debt as it reflects the average annual increase that has been achieved in debt collections for the 5 years prior to establishment of the goal. SSA currently is examining how this objective, and its supporting performance indicators, might be redefined in a way that better expresses our performance. The new debt collection measure being developed will

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establish a targeted percentage of performing debt, i.e., debt that is in a repayment schedule. We have determined the management information necessary to track SSA's performance against this measure and are developing the software to extract it.

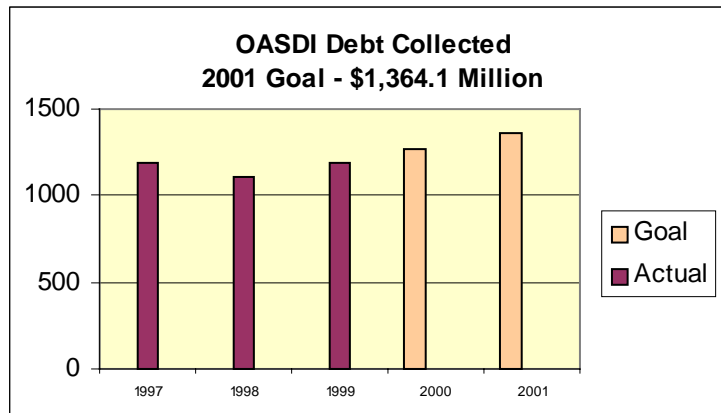
FY 2001 Performance Indicators and Goals

Pending development of a revised objective, we are using the amounts of OASDI and SSI debt collected as indicators of our performance. Due to annual fluctuations in available debt and in the impacts of SSA's efforts to prevent and detect debt, the estimated year-to-year increase in the amount of debt collected will vary above and below the annual average of 7 percent over the five-year period, FY 1998-FY 2002, covered by the objective. SSA met the goal in FY 1999.

Indicator: OASDI debt collected

FY 2001 Goal: \$1,364.1M

Baseline Data: FY2000 APP Goal \$1,274.9M FY1999 Actual \$1,191.5M FY1998 Actual \$1,103.4M

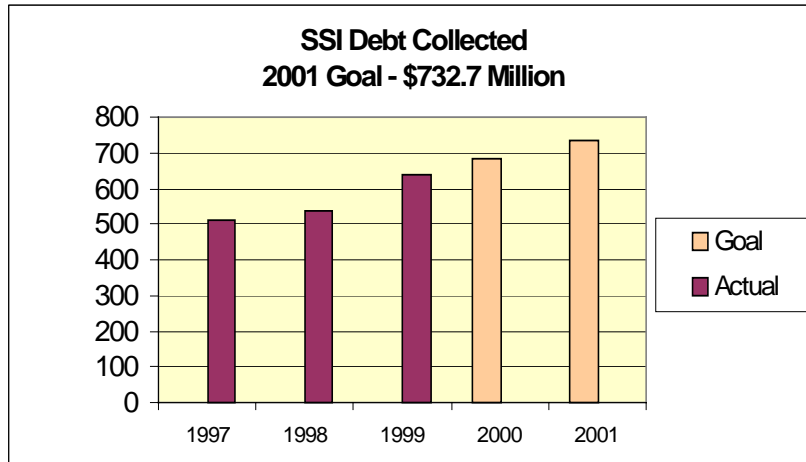


Definition: Overpayment collections for the combined total of the OASI and DI programs
Data Source: Data are extracted from the Recovery of Overpayment Accounting Reporting (ROAR) system

Indicator: SSI debt collected

FY 2001 Goal: \$732.7M

Baseline Data: FY2000 APP Goal \$684.8M FY1999 Actual \$640M FY1998 Actual \$539.2M



Definition: Overpayment collections for the combined total of the SSI-Federal and SSI-State programs.

Data Source: Data are extracted from the Supplemental Security Record (SSR) and Overpayment/Underpayment Processing System (OUPS)

Means and Strategies

SSA’s debt management program currently makes use of many of the debt collection tools available under existing law, and we are in the process of implementing the remainder.

SSA’s program to improve management of the SSI program includes improved debt recovery performance. The Foster Care Independence Act of 1999 extends to the SSI program all debt collection authorities currently available for collecting overpayments under the Social Security program. These include administrative offset against other Federal payments (e.g., vendor payments), Federal salary offset, referral of delinquent debtors to credit bureaus, use of private collection agencies, and charging interest. In addition, SSA plans to implement two new debt collection tools: cross program recovery in FY 2000 and administrative wage garnishment in FY 2001. SSA estimates that it could collect an additional \$40 million each year from a collection program strengthened by these tools.

The following are the Key Initiatives through which SSA will achieve this strategic objective:

- ❖ **Combating Fraud**
- ❖ **Title XVI Debt**

Strategic Objective: To position the Agency's resources and processes to meet emerging workloads

Over the next 5-10 years, projected SSA workloads will increase gradually while resources may not. Looking beyond that period, dramatic growth in workloads will begin to occur as the baby boomers reach their disability-prone years and then retirement age. At the same time, a large number of experienced managers and staff will probably be retiring. This objective, along with the workforce transition plan, is aimed at addressing these challenges.

Means and Strategies

Besides workload growth, a maturing workforce and limited resources, we face an environment of rapid technological change that will change our customers' expectations about what, where and how they want to interact with us. To help us make long-term investment decisions and coordinate strategies to respond to these challenges, we now are creating a vision that will look out past our current 5-year planning horizon.

The vision will provide a view of the ways we expect to deliver service in 2010 and beyond. It will be used to inform the actions we must take today to adequately prepare for the future. Our next ASP will outline the near-term strategic objectives and initiatives for moving toward the vision and these will be in effect the Agency's answer to this object.

In the meantime, SSA is pursuing several approaches and initiatives, including the following:

Implementing enabling technology infrastructure: The IWS/LAN platform is the foundation for expert systems, on-line "help" features, interactive training and a host of other features that enable improved customer service and increased efficiency. SSA expects to complete national roll-out of the IWS/LAN by FY 2000.

Improving processes and systems to achieve efficiencies: SSA is implementing several Key Initiatives, including Title II System Redesign and Paperless Processing Centers, that will yield significant efficiencies through increased automation of processes. These will be achieved primarily by increasing on-line user access to comprehensive customer information, thus enabling the elimination of tasks that no longer add value and the movement of paperwork from one person or location to another.

Improvements to the disability claims process, which will be prototyped beginning in FY 2000, will enable us to handle increased claims receipts by FY 2005 with essentially the same staffing level that exists now. SSA also is continuing to work in partnership with the States to assist lower-producing DDSs in their efforts to improve productivity.

The Hearings Process Improvements Key Initiative is aimed at dramatically improving productivity in Hearings Offices.

Providing opportunities for customers to do business with less SSA employee assistance: SSA plans to increase the range of services that we provide electronically. In addition to providing more convenient access for our customers, electronic service will decrease costs by reducing manual intervention and errors. Contingent on the development of appropriate privacy safeguards, SSA will add new services over the Internet. SSA also is testing user-friendly network devices that provide self-service options to customers who visit our field offices.

Crosscutting Areas with Other Agencies

SSA is a major repository of information that is valuable to the business of other agencies, and we ourselves depend on data created and maintained by others to ensure the accuracy of payment under the Social Security programs. Therefore, we have established numerous standing data exchange relationships. Our major partners in program management activities include the following:

Department of the Treasury--SSA provides actual earnings data on which Federal Insurance Contributions Act (FICA) and Self-Employment Contributions Act (SECA) taxes are due so Treasury can adjust trust-fund balances appropriately. SSA and Treasury exchange data regarding, for example, enforcement, SSI income, and the Continuous Work History Sample. Treasury provides SSA with debt-collection services through the Treasury Offset Program, a more comprehensive program that supersedes the tax-refund-offset program.

SSA receives reports of self-employment income from IRS. SSA posts the wages and self-employment income of every employed person in the nation; IRS uses the data in processing individual income-tax returns. IRS assigns employer identification numbers (EIN), used by SSA in earnings processing; SSA assigns statistical codes to the EIN applications, which allows them to be used by SSA for policy research activities and by IRS for improving tax administration. SSA uses IRS data for enforcement matching.

The Secret Service assists SSA in check loss/fraud investigations

Department of Health and Human Services (HHS) -- SSA and HCFA exchange data regarding Medicaid eligibility. HCFA provides data to SSA on nursing homes admissions. The Office of Child Support Enforcement (OCSE) provides data to SSA on wages, unemployment compensation and new hires.

Department of Labor (DOL) -- SSA uses information regarding workers' compensation to ensure the accuracy of disability benefit payments. SSA provides earnings data to the Bureau of Labor Statistics, which they use in calculating the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W). The CPI-W, in turn, is used to annually adjust benefits for beneficiaries of Social Security and other programs.

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Department of Defense (DOD) -- SSA and DOD exchange data regarding military retirement.

Department of Education (DOE) -- DOE and SSA exchange data regarding student loans.

Department of Justice -- Immigration and Naturalization Service (INS) notifies SSA of deportations so that program benefits can be suspended as appropriate. Bureau of Prisons provides information to SSA regarding incarcerated felons to help SSA ensure payment accuracy. U.S. Attorneys prosecute Social Security fraud and handle SSA civil suits for recovery of debts.

Department of State -- Foreign Service posts perform validation activities relating to Social Security beneficiaries living abroad.

Department of Veterans' Affairs (VA) -- SSA and VA exchange data regarding veterans' benefits.

Federal Court System -- The Federal courts handle recovery of court-ordered restitutions.

Office of Personnel Management (OPM) -- SSA and OPM exchange data regarding civil service retirement.

Railroad Retirement Board (RRB) -- SSA maintains earnings files on which RRB benefits are based; the Social Security and Medicare trust funds are parties to a financial interchange with the Railroad Retirement Fund.