

Summary Table of FY 2002 Performance Goals

Strategic Goal: To promote valued, strong, and responsive social security programs and conduct effective policy development, research, and program evaluation	
<i>Objective: Promote policy changes, based on research and evaluation analysis, that shape the OASI and DI programs in a manner that takes account of future demographic and economic challenges, provides an adequate base of economic security for workers and their dependents, and protects vulnerable populations.</i>	
Performance Indicator	FY 2002 Goal
<p>Identification, development, and utilization of appropriate barometer measures for assessing the effectiveness of OASDI programs.</p> <p>Preparation of analyses and reports on demographic, economic, and international trends and their effects of OASDI programs in order to anticipate the need for policy change and develop options as appropriate.</p> <p>Preparation of research and policy evaluation necessary to assist the Administration and Congress in developing proposals to reform and modernize the OASDI programs.</p>	<p>Update the barometer measures and prepare analysis.</p> <p>Prepare analyses on the following topics:</p> <ol style="list-style-type: none"> 1. Relationship of Social Security and the economy; 2. Work and earnings as they relate to Social Security; 3. Role of pensions and wealth in providing retirement security; 4. Social Security reforms in other countries; <p>Prepare analyses on the distributional and fiscal effects of reform proposals developed by policymakers.</p>

<i>Objective: Promote policy changes, based on research and evaluation analysis, that shape the SSI program in a manner that protects vulnerable populations, anticipates the evolving needs of SSI populations, and integrates SSI benefits with other social benefit programs to provide a safety net for aged, blind, and disabled individuals.</i>	
Performance Indicator	FY 2002 Goal
<p>Identification, development, and utilization of appropriate barometer measures for assessing the effectiveness of the SSI program.</p> <p>Preparation of a report and completion of data collection on the National Survey of SSI Children and Families in order to assess the impact of welfare reform, identify areas of potential policy change, and develop options as appropriate.</p>	<p>Update barometer measures and prepare analysis.</p> <p>Prepare data files for analysis.</p>

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

Performance Indicator	FY 2002 Goal
<p>Preparation of a research design to develop techniques for validating medical listings.</p> <p>Preparation of reports on results of the National Study of Health and Activity in order to identify potentially eligible disabled populations, interventions that enable continued work effort among the disabled, and guide changes to the disability decision process.</p> <p>Preparation of analyses of alternative return-to-work strategies.</p>	<p>Report on the status of developing a validation methodology.</p> <p>Report on the status of the main study data collection.</p> <p>Report on the design and implementation of demonstration projects.</p>

Objective: Provide information for decisionmakers and others on the Social Security and Supplemental Security Income programs through objective and responsive research, evaluation, and policy development

Performance Indicator	FY 2002 Goal
<p>Percent of customers assigning a high rating to the quality of SSA's research and analysis products in terms of accuracy, reliability, comprehensiveness, and responsiveness.</p> <p>Percent of major statistical products that are timely.</p>	<ol style="list-style-type: none"> 1. Assess customer satisfaction measurement system. 2. Analyze baseline measures and identify steps to be taken to improve satisfaction with research and analysis products. <p>Produce major statistical products on schedule.</p>

Strategic Goal: To deliver customer-responsive world-class service

Output Measures

<ul style="list-style-type: none"> • RSI claims processed. • SSI aged claims processed. • Initial Disability claims processed. • Hearings processed. • SSN requests processed. • 800-number calls handled. 	<p>3,132,000</p> <p>149,000</p> <p>2,191,000</p> <p>580,000</p> <p>16,450,000</p> <p>59,000,000</p>
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Objective: By 2002 and beyond, have 9 out of 10 customers rate SSA’s overall service as “good,” “very good” or “excellent,” with most rating it “excellent”

Performance Indicator	FY 2002 Goal
Percent of SSA’s core business customers rating SSA’s overall service as excellent, very good or good.	82%
Percent of SSA’s core business customers rating SSA’s overall service as excellent.	30%
Percent of employers rating SSA’s overall service during interactions with SSA as excellent, very good or good.	TBD
Percent of employers rating SSA’s overall service during interactions with SSA as excellent.	TBD
Percent of callers who successfully access the 800-number within 5 minutes of their first call.	92%
Percent of callers who get through to the 800-number on their first attempt.	86%
Percent of 800 number calls handled accurately.	90% service 95% payment
Indicators for field office telephone service.	TBD
Percent of public with an appointment waiting 10 minutes or less.	85%
Percent of public without an appointment waiting 30 minutes or less.	70%

<i>Objective: By 2005, make 60 percent of SSA's customer-initiated services available to customers either electronically via the Internet or through automated telephone service, and provide the customer interacting with SSA on the Internet with the option of communicating with an SSA employee while online.</i>	
Performance Indicator	FY 2002 Goal
Percent of SSA's customer-initiated services available to customers either electronically via the Internet or through automated telephone service. Activities to establish the capability for customers interacting with SSA on the Internet to communicate with an SSA employee while online.	30% Test Internet and 800# convergence technologies in a proof of concept (POC) initiative and begin to implement technologies
<i>Objective: Increase electronic access to information needed to serve SSA customers. Specifically by 2005:</i>	
<ul style="list-style-type: none"> <i>❖ Establish electronic access to human services and unemployment information with 90% of States,</i> <i>❖ Establish electronic access to vital statistics and other material information with 50% of States,</i> <i>❖ Increase electronic access to information held by other Federal agencies, financial institutions and medical providers.</i> 	
Performance Indicator	FY 2002 Goal
Percent of States with which SSA has electronic access to human services and unemployment information.	68%
Percent of States with which SSA has electronic access to vital statistics and other material information.	14%
Milestones/deliverables demonstrating progress in increasing electronic access to information held by other Federal agencies, financial institutions and medical providers.	TBD

Objective: Maintain the accuracy, timeliness, and efficiency of service to customers applying for OASI and SSI aged benefits. Specifically by 2005:

❖ Have the capacity to take and process 99% of OASI and SSI aged claims in a paperless environment.

Performance Indicator	FY 2002 Goal
<p>Percent of OASI claims processed by the time the first regular payment is due or within 14 days from effective filing date, if later.</p>	<p>83%</p>
<p>Percent of SSI aged claims processed by the time the first regular payment is due or within 14 days from effective filing date, if later.</p>	<p>66%</p>
<p>Implement activities necessary to have the software and infrastructure in place for paperless processing.</p>	<p>Implement the following software:</p> <ol style="list-style-type: none"> 1. Accommodate Dual Entitlement advance file cases, automate determination of need to develop military service allegations, update the workman's compensation data file and control certain exceptions via a PCACS interface. 2. Implement Phase 2 of Attorney Fee/Windfall Offset project. Begin analysis of additional windfall offset enhancements requested by the users.

Objective: Improve the accuracy, timeliness and efficiency of service to customers applying for DI and SSI disability benefits. Specifically by 2005:

- ❖ *Increase the accuracy rate to 95% for denials of disability benefits*
- ❖ *Maintain the accuracy of initial disability claims decisions to allow benefits at 96.5%*
- ❖ *Issue initial disability claims decisions in an average of 105 days, with at least 70% issued within 120 days*
- ❖ *Have the capacity to take 99 %of disability claims in an electronic environment.*

Performance Indicator	FY 2002 Goal
Percent of initial disability claims decisions issued within 120 days.	TBD
Initial disability claims average processing time (days).	120 days
DDS allowance performance accuracy rate.	96.5%
DDS denial performance accuracy rate.	93.5%
Implement activities necessary to have the software and infrastructure in place for electronic processing of disability claims.	Implement the following software: <ol style="list-style-type: none"> 1. Accommodate Dual Entitlement advance file cases, automate determination of need to develop military service allegations, update the workman's compensating data file and control certain exceptions via a PCACS interface. 2. Begin developing standards for hardware and software interface with other DDS systems.

Objective: Improve the accuracy, timeliness, and efficiency of service to customer requesting hearings or appeals. Specifically by 2005:

- ❖ **Increase accuracy of hearings decisions to 90%**
- ❖ **Issue hearings decisions in an average of 166 days, with at least 70% issued within 180 days**
- ❖ **Increase productivity to 122 hearings decisions issued per WY**
- ❖ **Have the capacity to take 99% of hearings requests in an electronic environment**
- ❖ **Issue decisions on appeals of hearings within an average of 90 days, with at least 70% issued within 105 days**
- ❖ **Increase productivity to 323 appeals council reviews per WY.**

Performance Indicator	FY 2002 Goal
Percent of hearings decisions issued within 180 days from the date the request is filed.	35%
Hearings average processing time (days).	259 days
OHA decisional accuracy rate.	89%
Implement activities necessary to have the software and infrastructure in place for electronic processing of hearings.	Implement the following software: <ol style="list-style-type: none"> 1. Support field office entry to MSSICS of the request for hearing 2. Provide Web-based query access to Consolidated HOTS Database, which includes the request for hearing
Number of hearings cases processed per workyear.	111
Percent of decisions on appeals of hearings issued by the Appeals Council within 105 days of the appeals filing date.	35%
Average processing time for decisions on appeals of hearings issued (days).	162 days
Number of decisions on appeals of hearings issued per workyear.	279

<i>Objective: By 2005, increase by 100 % from 1999 levels, the number of SSDI and of SSI disability beneficiaries who achieve steady employment and no longer receive cash benefits.</i>	
Performance Indicator	FY 2002 Goal
Percent increase in the number of adult worker DI beneficiaries who begin a trial work period.	5% increase
Percent increase in the number of SSI disabled beneficiaries, aged 18-64, whose payments are reduced because of work (i.e., participating in 1619(a) status).	5% increase
Activities to implement provisions of the TWSSP and other employment strategies.	<ul style="list-style-type: none"> • Distribute Tickets to beneficiaries in Phase 2 States • Expand the number of Employment Support Representatives • Begin payments to employment networks.
<i>Objective: Improve or maintain the accuracy, timeliness and efficiency of service to postentitlement customers. Specifically by 2005:</i>	
<i>❖ Have the capacity to take and process 99% of OASI and SSI PE actions in a paperless environment.</i>	
Performance Indicator	FY 2002 Goal
Implement activities necessary to have the software and infrastructure in place for paperless processing of PE actions.	Implement the following software: <ol style="list-style-type: none"> 1. Improve computations involving Workman's Compensation and allow additional storage of data. 2. Add overpayment data collection to MSSICS.
<i>Objective: Maintain through 2005 the accuracy, timeliness and efficiency of service to customers applying for Social Security numbers and replacement cards.</i>	
Performance Indicator	FY 2002 Goal
Percent of original and replacement SSN cards issued within 5 days of receiving all necessary documentation.	97%
Percent of SSNs issued accurately.	99.8%

Strategic Goal: To ensure the integrity of Social Security programs, with zero tolerance for fraud and abuse	
Output Measures	
<ul style="list-style-type: none"> • CDRs processed. • SSI non-disability redeterminations. • Annual earnings items processed. • Representative payee actions. 	<p>1,288,000</p> <p>2,255,000</p> <p>272,600,000</p> <p>6,882,000</p>
Objective: Beginning 2001 and through 2005, maintain at 99.8% the accuracy based on non-medical factors of eligibility of OASDI payment outlays	
Performance Indicator	FY 2002 Goal
Percent of OASDI payment outlays “free” of overpayments and underpayments (based on non-medical factors of eligibility).	99.8% OP 99.8% UP
Objective: By 2005, raise to 96% the accuracy based on non-medical factors of eligibility of SSI disabled and aged payment outlays	
Performance Indicator	FY 2002 Goal
Percent of SSI payment outlays “free” of overpayments and underpayments (based on non-medical factors of eligibility).	94.7 OP 98.8 UP
Objective: Become current with DI and SSI CDR requirements by 2000 and 2002 respectively and remain current thereafter	
Performance Indicator	FY 2002 Goal
Percent of multi-year CDR plan completed through FY 2002.	100%
Objective: Maintain timeliness and improve accuracy and efficiency in posting earnings data to Agency records. Specifically by 2005:	
❖ Increase to 70% the number of employee reports (W-2s) filed electronically	
Performance Indicator	FY 2002 Goal
Percent of wage items posted to individuals’ records by September 30.	98%
Percent of earnings posted correctly.	99%
Percent of employee reports (W-2s) filed electronically.	30%
Objective: Through 2005, maintain a level of outstanding debt that is either in a repayment agreement, under appeal or newly detected.	
Performance Indicator	FY 2002 Goal
Outstanding OASDI debt in a repayment agreement, under appeal, or newly detected.	TBD
Outstanding SSI debt in a repayment agreement, under appeal, or newly detected.	TBD

<i>Objective: Aggressively deter, identify and resolve fraud</i>	
Performance Indicator	FY 2002 Goal
Number of investigations conducted (i.e., closed).	8,000
OASDI dollar amounts reported from investigative activities.	\$55 million
SSI dollar amounts reported from investigative activities.	\$100 million
Number of criminal convictions.	2,500

Strategic Goal: To be an employer that values and invests in each employee	
<i>Objective: To recruit, develop, and retain a diverse, well-qualified, and satisfied workforce with the capacity to perform effectively in a changing future environment. Specifically:</i>	
<ul style="list-style-type: none"> ❖ <i>By 2005, offer flexible benefits and workplace options to all employees</i> ❖ <i>By 2005, restructure direct service positions to provide operational flexibility and portability of work</i> ❖ <i>By 2002, partner with OPM to establish a process for accelerated advancement based on skills attainment and competency rather than time requirements.</i> 	
Performance Indicator	FY 2002 Goal
Percent of employees who are satisfied or very satisfied with SSA as a place to work.	TBD
Continue to implement SSA Future Workforce Plan.	Implement actions by target dates specified in Plan
Percent of new hires who leave SSA within 5 years.	TBD
<i>Objective: To provide the necessary tools, training and continuous learning opportunities to maintain a highly skilled and high-performing workforce. Specifically:</i>	
<ul style="list-style-type: none"> ❖ <i>By 2005, provide online training electronically at the desktop to all employees</i> ❖ <i>By 2005, have 1/3 of all employees participating in job enrichment opportunities during each year</i> ❖ <i>By 2005, provide all employees the necessary competency-based training needed to maintain technical skills each year</i> 	
Performance Indicator	FY 2002 Goal
Develop, test, and implement desktop video nationally.	Develop, test, and implement a prototype desktop video in 25 offices
Number of job enrichment opportunities in formal management development programs.	Double the number of existing openings for job enrichment opportunities in the national Advance Leadership (ALP) and Leadership Development (LDP) programs.
Percent of offices with direct access to Interactive Video Teletraining (IVT).	80%
Percent of competencies defined for technical training.	100%
<i>Objective: To provide a physical environment that promotes the health and well-being of every employee</i>	
Performance Indicator	FY 2002 Goal
Percent of employees who are satisfied with overall physical environment, i.e., it is professional, accessible, safe, and secure.	TBD

<p>Objective: To promote an Agency culture that successfully incorporates our values. Specifically: ❖ <i>By 2005, attain a 50% improvement in the gap between the “current” and “desired” workplace practices and values.</i></p>	
Performance Indicator	FY 2002 Goal
Percent improvement in the gap between “current” and “desired” workplace practices and values (as measured by SSA’s triennial culture survey).	TBD
Implementation of activities to close gap and measure improvement.	TBD

<p>Strategic Goal: To strengthen public understanding of Social Security programs Objective: By 2005, 9 out of 10 Americans (adults age 18 and over) will be knowledgeable about Social Security programs in three important areas: ❖ <i>Basic program facts</i> ❖ <i>Value of Social Security programs</i> ❖ <i>Financing Social Security programs</i></p>	
Performance Indicator	FY 2002 Goal
Percent of public who are knowledgeable about Social Security programs.	75%
Percent of individuals issued SSA-initiated Social Security Statements as required by law.	100%

Appendix 2

Summary Table of FY 2001 Performance Goals (Revised)

Note: Revisions to indicators and targets are shown in italics.

Strategic Goal: To promote valued, strong, and responsive social security programs and conduct effective policy development, research, and program evaluation	
<i>Objective: To promote policy changes, based on research and evaluation analysis, that shape the OASI and DI programs in a manner that takes account of future demographic and economic challenges, provides an adequate base of economic security for workers and their dependents, and protects vulnerable populations.</i>	
Performance Indicator	FY 2001 Goal
<p>Identification, development, and utilization of appropriate barometer measures for assessing the effectiveness of OASDI programs.</p> <p>Preparation of analyses and reports on the effect of OASDI programs on different populations in order to identify areas for policy change and develop options as appropriate.</p> <p>Preparation of analyses and reports on demographic, economic, and international trends and their effects on OASDI programs in order to anticipate the need for policy change and develop options as appropriate.</p> <p>Preparation of research and policy evaluation necessary to assist the Administration and Congress in developing proposals to strengthen and enhance the solvency of OASDI programs.</p>	<p>Prepare summary and analysis on the barometer measures.</p> <p>Prepare reports on:</p> <ol style="list-style-type: none"> 1. Effect of OASDI programs on various subgroups of beneficiaries, including women, minorities, and low-wage workers; 2. Study on characteristics of people receiving DI benefits; 3. Analysis of the effect of changes in Social Security retirement benefits on the DI program. <p>Prepare analyses on the following topics:</p> <ol style="list-style-type: none"> 1. Labor force transitions in the elderly population; 2. Implications for retirement income security of shifts from defined benefit to defined contribution plans through study of lump-sum payments from employer pensions; 3. Differences across subgroups in saving; 4. International retirement policy reforms. <p>Prepare analyses on the distributional and fiscal effects of solvency proposals developed by the Administration, Congress, and other policymakers (we will analyze new proposals and/or modify analyses of previous proposals based on new data).</p>

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

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

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

Performance Indicator	FY 2001 Goal
<p>Preparation of a research design to develop techniques for validating medical listings.</p> <p>Preparation of reports on results of the National Study of Health and Activity in order to identify potentially eligible disabled populations, interventions that enable continued work effort among the disabled, and guide changes to the disability decision process.</p> <p>Prepare analysis of alternative return-to-work strategies.</p>	<p>Prepare a preliminary report on the development of the validation methodology .</p> <p>Initiate main study data collection.</p> <p>Design and initiate implementation of demonstration projects.</p>

Objective: Provide information for decisionmakers and others on the Social Security and Supplemental Security Income programs through objective and responsive research, evaluation, and policy development

Performance Indicator	FY 2001 Goal
Percent of customers assigning a high rating to the quality of SSA's research and analysis products in terms of accuracy, reliability, comprehensiveness, and responsiveness.	Establish a baseline.
Percent of major statistical products that are timely.	Establish a baseline for percent of major statistical products that are produced on schedule.

Strategic Goal: To deliver customer-responsive world-class service	
Output Measures in President's Budget	
<ul style="list-style-type: none"> • RSI claims processed. • SSI aged claims processed. • Initial disability claims processed. • Hearings processed. • SSN requests processed. • 800-number calls handled. 	3,125,000 150,000 2,097,000 526,000 16,300,000 60,000,000
Objective: By 2002 and beyond, have 9 out of 10 customers rate SSA's overall service as "good," "very good" or "excellent," with most rating it "excellent"	
Performance Indicator	FY 2001 Goal
Percent of SSA's core business customers rating SSA's overall service as excellent, very good or good.	82%
Percent of SSA's core business customers rating SSA's overall service as excellent.	30%
Percent of employers rating SSA's overall service during interactions with SSA as excellent, very good or good.	TBD
Percent of employers rating SSA's overall service during interactions with SSA as excellent.	TBD
Percent of callers who successfully access the 800-number within 5 minutes of their first call.	92%
Percent of callers who get through to the 800-number on their first attempt.	86%
Percent of public with an appointment waiting 10 minutes or less.	85%
Percent of public without an appointment waiting 30 minutes or less.	70%
Percent of 800 number calls handled accurately.	90% service 95% payment

Objective: By 2005, make 60 percent of SSA's customer-initiated services available to customers either electronically via the Internet or through automated telephone service, and provide the customer interacting with SSA on the Internet with the option of communicating with an SSA employee while online.	
Performance Indicator	FY 2001 Goal
<i>Percent of SSA's customer-initiated services available to customers either electronically via the Internet or through automated telephone service.</i>	21%
Objective: Increase electronic access to information needed to serve SSA customers. Specifically by 2005:	
<ul style="list-style-type: none"> ❖ <i>Establish electronic access to human services and unemployment information with 90% of States,</i> ❖ <i>Establish electronic access to vital statistics and other material information with 50% of States,</i> ❖ <i>Increase electronic access to information held by other Federal agencies, financial institutions and medical providers.</i> 	
Performance Indicator	FY 2001 Goal
<i>Percent of States with which SSA has electronic access to human services and unemployment information.</i>	59%
<i>Percent of States with which SSA has electronic access to vital statistics and other material information.</i>	12%
<i>Milestones/deliverables demonstrating progress in increasing electronic access to information held by other Federal Agencies, financial institutions and medical providers.</i>	TBD
Objective: To raise the number of customers who receive service and payments on time	
Performance Indicator	FY 2001 Goal
<i>Initial disability claims average processing time (days).</i>	120 days
<i>Percent of hearings decisions issued within 180 days from date the request is filed.</i>	20%
<i>Hearings average processing time (days).</i>	271 days
<i>Number of hearings processed cases per workyear.</i>	103
<i>Percent of decisions on appeals of hearings issued by the Appeals Council within 105 days of the appeals filing date.</i>	20%
<i>Average processing time for decisions on appeals of hearings issued.</i>	285 days
<i>Number of decisions of appeals of hearings issued per workyear.</i>	262
<i>Percent of OASI claims processed by the time the first regular payment is due or within 14 days from effective filing date, if later.</i>	83%
<i>Percent of SSI aged claims processed by the time the first regular payment is due or within 14 days of the effective filing date, if later.</i>	66%
<i>Percent of original and replacement SSN cards issued within 5 days of receiving all necessary documentation.</i>	97%

Objective: By 2005, increase by 100 % from 1999 levels, the number of SSDI and of SSI disability beneficiaries who achieve steady employment and no longer receive cash benefits

Performance Indicator	FY 2001 Goal
Increase in number of DI adult worker beneficiaries who begin a trial work period.	5% increase
Increase in number of SSI disabled beneficiaries, aged 18-64, participating in 1619(a).	5% increase
<i>Activities to implement provisions of the TWSSP and other employment strategies.</i>	<ul style="list-style-type: none"> ❖ <i>Publish Final Regulations for Ticket to Work program</i> ❖ <i>Distribute Tickets to beneficiaries in Phase 1 States</i>

Strategic Goal: To make SSA program management the best-in-business, with zero tolerance for fraud and abuse	
<i>Output Measures</i>	
<ul style="list-style-type: none"> • Periodic review CDRs processed. • SSI non-disability redeterminations. • Annual earnings items processed. • Representative payee actions. 	1,729,000 2,050,000 270,200,000 6,858,000
<i>Objective: To make benefit payments in the right amount</i>	
Performance Indicator	FY 2001 Goal
Dollar accuracy of OASDI payment outlays: % w/o overpayments % w/o underpayments.	99.7% 99.8%
DDS net decisional accuracy rate.	97%
DDS allowance performance accuracy rate.	96.5%
DDS denial performance accuracy rate.	93.5%
OHA decisional accuracy rate.	88%
Dollar accuracy of SSI payment outlays: % w/o overpayments % w/o underpayments.	94.7% 98.8%
Percent of Social Security numbers issued accurately.	99.8%
<i>Objective: To become current with DI and SSI CDR requirements by 2002</i>	
Performance Indicator	FY 2001 Goal
Percent of multi-year (FY 1996-2002) CDR plan completed.	86%
<i>Objective: To maintain through 2002, current levels of accuracy and timeliness in posting earnings data to individual's earnings records</i>	
Performance Indicator	FY 2001 Goal
Percent of wage items posted to individuals' records by September 30.	98%
Percent of earnings posted correctly.	99%
<i>Percent of employee reports (W-2s) filed electronically.</i>	20%
<i>Objective: To aggressively deter, identify and resolve fraud</i>	
Performance Indicator	FY 2001 Goal
Number of investigations conducted (i.e., closed).	8,000
OASDI dollar amounts reported from investigative activities.	\$55 million
SSI dollar amounts reported from investigative activities.	\$90 million
Number of criminal convictions.	2,500

<i>Objective: To increase debt collections by 7 percent annually through 2002</i>	
Performance Indicator	FY 2001 Goal
OASDI debt collected.	\$1,364.1 million
SSI debt collected.	\$732.7 million

Strategic Goal: To be an employer that values and invests in each employee	
Objective: To provide the necessary tools and training to achieve a highly skilled and high-performing workforce	
Performance Indicator	FY 2001 Goal
Percent of offices with access to Interactive Video Teletraining (IVT).	67%
Formal management development programs implemented.	All leadership programs continued. Decisions on future SES/CDP & ALP have yet to be made.
Percent of managerial staff participating in management/leadership development experiences.	33 1/3%
Objective: To provide a physical environment that promotes the health and well-being of every employee	
Performance Indicator	FY 2001 Goal
Percent of employees reporting they are satisfied with the level of security in their facility.	75%
Percent of environmental air quality surveys completed and percent of the corrective actions taken when called for.	20% facilities surveyed, 75% corrective actions taken
Number of facilities having water quality testing and percent of corrective actions taken when called for.	42 facilities tested, 100% corrective actions taken
Number of relocated offices having security surveys and percent of SSA accepted security recommendations implemented.	150 offices surveyed, 87% accepted recommendations implemented
Objective: To promote an Agency culture that successfully incorporates our values	
Performance Indicator	FY 2001 Goal
Create Agency change strategy.	Implement strategy.
Objective: To create a workforce to serve SSA's diverse customers in the twenty-first century	
Performance Indicator	FY 2001 Goal
Complete Agency plan for transitioning to the workforce of the future.	Implement and update transition plan. Develop and implement action items from employee survey.

Strategic Goal: To strengthen public understanding of the Social Security programs	
<i>Objective: By 2005, 9 out of 10 Americans (adults age 18 and over) will be knowledgeable about the Social Security programs in five important areas</i>	
Performance Indicator	FY 2001 Goal
Percent of individuals issued Social Security Statements as required by law.	100%
Percent of public who are knowledgeable about Social Security programs.	75%

Appendix 3

Crosswalk of Performance Goals to Major Programs

Strategic Goal: Responsive Programs	OASI	DI	SSI
Identification, development, and utilization of appropriate barometer measures for assessing the effectiveness of OASDI programs.	X	X	
Preparation of analyses and reports on demographic, economic, and international trends and their effects of OASDI programs in order to anticipate the need for policy change and develop options as appropriate.	X	X	
Preparation of research and policy evaluation necessary to assist the Administration and Congress in developing proposals to reform and modernize the OASDI programs.	X	X	
Identification, development, and utilization of appropriate barometer measures for assessing the effectiveness of SSI programs.			X
Preparation of a report and completion of data collection on the National Survey of SSI Children and Families in order to assess the impact of welfare reform, identify areas of potential policy change, and develop options as appropriate.			X
Preparation of a research design to develop techniques for validating medical listings.		X	X
Preparation of reports on the National Study of Health and Activity in order to identify potentially eligible disabled populations, interventions that enable continued work effort among the disabled, and guide changes to the disability decision process.		X	X
Prepare analyses of alternative return-to-work strategies.		X	X
Percent of customers assigning a high rating to the quality of SSA's research and analysis products in terms of accuracy, reliability, comprehensiveness, and responsiveness.	X	X	X
Percent of major statistical products that are timely.	X	X	X
Strategic Goal: World-Class Service	OASI	DI	SSI
RSI claims processed.	X		
SSI aged claims processed.			X
Initial disability claims processed.		X	X
Hearings processed.	X	X	X
SSN requests processed.	X	X	X
800-number calls handled.	X	X	X
Percent of SSA's core business customers rating SSA's overall service as "excellent," "very good" or "good."	X	X	X
Percent of employers rating SSA's overall service during interactions with SSA as "excellent," "very good" or "good"	X	X	X
Percent of employers rating SSA's overall service during interactions with SSA as "excellent".	X	X	X

Strategic Goal: World-Class Service	OASI	DI	SSI
Percent of callers who successfully access the 800-number within 5 minutes of their first call.	X	X	X
Percent of callers who get through to the 800-number on their first attempt.	X	X	X
Percent of 800 number calls handled accurately.	X	X	X
Indicators for field office telephone service.	X	X	X
Percent of public with an appointment waiting 10 minutes or less.	X	X	X
Percent of public without an appointment waiting 30 minutes or less.	X	X	X
Percent of SSA's customer-initiated services available to customers either electronically via the Internet or through automated telephone service.	X	X	X
Activities to establish the capability for customers interacting with SSA on the Internet to communicate with an SSA employee while online.	X	X	X
Percent of States with which SSA has electronic access to human services and unemployment information.	X	X	X
Percent of States with which SSA has electronic access to vital statistics and other material information.	X	X	X
Milestones/deliverables demonstrating progress in increasing electronic access to information held by other Federal agencies, financial institutions and medical providers.	X	X	X
Percent of OASI claims processed by the time the first regular payment is due or within 14 days from effective filing date, if later.	X		
Percent of SSI aged claims processed by the time the first regular payment is due or within 14 days from effective filing date, if later.			X
Implement activities necessary to have the software and infrastructure in place for paperless processing.	X	X	X

Strategic Goal: World-Class Service	OASI	DI	SSI
Percent of initial disability claims decisions issued within 120 days.		X	X
Initial disability claims average processing time (days).		X	X
DDS allowance performance accuracy rate.		X	X
DDS denial performance accuracy rate.		X	X
Implement activities necessary to have the software and infrastructure in place for electronic processing of disability claims.		X	X
Percent of hearings decisions issued within 180 days from the date the hearing request is filed.	X	X	X
Hearings average processing time (days).	X	X	X
OHA decisional accuracy rate.	X	X	X
Implement activities necessary to have the software and infrastructure in place for electronic processing of hearings.	X	X	X
Number of hearings cases per workyear.	X	X	X
Percent of decisions on appeals of hearings issued by the Appeals Council within 105 days of the appeals filing date.	X	X	X
Average processing time for decisions on appeals of hearings issued (days).	X	X	X
Number of decisions on appeals of hearings issued per workyear.	X	X	X
Percent increase in the number of adult worker DI beneficiaries who begin a trail work period.		X	
Percent increase in the number of SSI disabled beneficiaries, aged 18–64, whose payments are reduced because of work (i.e., participating in 1619(a) status).			X
Activities to implement provisions of the TWSSP and other employment strategies.		X	X
Implement activities necessary to have the software and infrastructure in place for paperless processing of PE actions.	X	X	X
Percent of original and replacement SSN cards within 5 days of receiving all necessary documentation.	X	X	X
Percent of SSNs issued accurately.	X	X	X
Strategic Goal: Program Integrity	OASI	DI	SSI
CDRs processed.		X	X
SSI non-disability redeterminations.			X
Annual earnings items processed..	X	X	X
Representative payee actions.	X	X	X
Percent of OASDI payment outlays free of overpayments (based on non-medical factors of eligibility).	X	X	
Percent of OASDI payment outlays free of underpayments (based on non-medical factors of eligibility).	X	X	
Percent of SSI payment outlays free of overpayments (based on non-medical factors of eligibility).			X
Percent of SSI payment outlays free of underpayments (based on non-medical factors of eligibility).			X

Strategic Goal: Program Integrity	OASI	DI	SSI
Percent of multi-year CDR plan completed through FY 2002.		X	X
Percent of wage items posted to individuals' records by September 30.	X	X	X
Percent of earnings posted correctly.	X	X	X
Percent of employee reports (W-2s) filed electronically.	X	X	X
Outstanding OASDI debt in a repayment agreement, under appeal, or newly detected.	X	X	
Outstanding SSI debt in a repayment agreement, under appeal, or newly detected.			X
Number of investigations conducted.	X	X	X
OASDI dollar amounts reported from investigative activities.	X	X	
SSI dollar amounts reported from investigative activities.			X
Number of criminal convictions.	X	X	X
Strategic Goal: Valued Employees	OASI	DI	SSI
Percent of employees who are satisfied or very satisfied with SSA as a place to work.	X	X	X
Continue to implement SSA Future Workforce Plan.	X	X	X
Percent of new hires who remain in service after 5 years.	X	X	X
Develop, test, and implement desktop video nationally.	X	X	X
Number of job enrichment opportunities in formal management development programs.	X	X	X
Percent of offices with direct access to Interactive Video Teletraining (IVT).	X	X	X
Percent of competencies defined for technical training.	X	X	X
Percent of employees who are satisfied with overall physical environment, i.e., it is professional, accessible, safe, and secure.	X	X	X
Percent improvement in the gap between "current" and "desired" workplace practices and values (as measured by SSA's triennial culture survey).	X	X	X
Implementation of activities to close gap and measure improvement.	X	X	X
Strategic Goal: Public Understanding	OASI	DI	SSI
Percent of public who are knowledgeable about Social Security programs.	X	X	X
Percent of individuals issued SSA-initiated Social Security Statements as required by law.	X	X	X

Appendix 4

Crosswalk of Performance Goals and Objectives from SSA's 1997 Strategic Plan and 2000 Strategic Plan

*Note: Objectives are organized by
2000 Strategic Plan objectives*

Strategic Goal: To promote valued, strong, and responsive social security programs and conduct effective policy development, research and program evaluation

1997 Strategic Plan Objectives	2000 Strategic Plan Objectives
To support the principles of social adequacy and individual equity in the OASI and DI programs.	Promote policy changes, based on research, evaluation, and analysis, that shape the OASI and DI programs in a manner that takes account of future demographic and economic challenges, provides an adequate base of economic security for workers and their dependents, and protects vulnerable populations.
To support an SSI program that provides appropriate benefits to the nation's most needy aged, blind and disabled people and links effectively with other assistance programs.	Promote policy changes, based on research, evaluation and analysis, that shape the SSI program in a manner that protects vulnerable populations, anticipates the evolving needs of SSI populations, and integrates SSI benefits with other benefit programs to provide a safety net for aged, blind, and disabled individuals.
To support the executive and legislative branches in a bipartisan effort to preserve Social Security for the long run.	
To decrease the need for long-term disability benefits by helping people return to the workplace.	Promote policy changes, based on research, evaluation and analysis, that shape the disability program in a manner that increases self-sufficiency and takes account of changing needs, based on medical, technological, demographic, job market and societal trends.
To build and strengthen SSA's capacity to undertake necessary research, evaluation, policy development and actuarial studies for Social Security and Supplemental Security Income programs.	Provide information for decisionmakers and others on the Social Security and Supplemental Security Income programs through objective and responsive research, evaluation, and policy development.

Strategic Goal: To deliver customer-responsive world-class service.

1997 Strategic Plan Objectives	2000 Strategic Plan Objectives
<p>By 2002, to have 9 out of 10 customers rate SSA’s service as “good”, “very good” or “excellent”, with most rating it “excellent”.</p>	<p>By 2002 and beyond, have 9 out of 10 customers rate SSA’s overall service as “good”, “very good”, or “excellent”, with most rating it as “excellent”.</p>
<p>By 2000, to increase the range of program and information services available to customers over the phone or electronically.</p>	<p>By 2005, make 60% of SSA’s customer-initiated services available to customers either electronically via the Internet or through automated telephone service, and provide the customer interacting with SSA on the Internet with the option of communicating with an SSA employee while online.</p>
	<p>Increase electronic access to information needed to serve SSA customers. Specifically by 2005:</p> <ul style="list-style-type: none"> • Establish electronic access to human services and unemployment information with 90% of States, • Establish electronic access to vital statistics and other material information with 50% of States • Increase electronic access to information held by other Federal agencies, financial institutions and medical providers.
<p>To raise the number of customers who receive service and payments on time; specifically,</p> <ul style="list-style-type: none"> • By 2002, to issue initial DI disability claims award/denial notices within 6 months after onset of disability or 60 days after effective filing date, whichever is later, to 75% of applicants • By 2002, to issue initial SSI disability claims award/denial notices within 60 days of filing to 50% of applicants • By 2002, to issue hearing decisions to 30% of requestors within 120 days from the date of request for hearing • To maintain through 2002, current levels of timeliness in processing OASI and SSI aged claims. 	<p>Maintain the accuracy, timeliness and efficiency of service to customers applying for OASI and SSI aged benefits. Specifically by 2005:</p> <ul style="list-style-type: none"> • Have the capacity to take and process 99% of OASI and SSI aged claims in a paperless environment.

Strategic Goal: To deliver customer-responsive world-class service.

1997 Strategic Plan Objectives	2000 Strategic Plan Objectives
	<p>Improve the accuracy, timeliness and efficiency of service to customers applying for DI and SSI disability benefits.</p> <p>Specifically by 2005:</p> <ul style="list-style-type: none"> • Increase the accuracy rate to 95% for denials of disability benefits. • Maintain the accuracy of initial disability claims decisions to allow benefits at 96.5%. • Issue initial disability claims decisions in an average of 105 days, with at least 70% issued within 120 days. • Have the capacity to take 99% of disability claims in an electronic environment.
	<p>Improve the accuracy, timeliness and efficiency of service to customers requesting hearings or appeals.</p> <p>Specifically by 2005:</p> <ul style="list-style-type: none"> • Increase accuracy of hearings decisions to 90%. • Issue hearings decisions in an average of 166 days, with at least 70% issued within 180 days. • Increase productivity to 122 hearings decisions issued per workyear. • Have the capacity to take 99% of hearings requests in an electronic environment. • Issue decisions on appeals of hearings in an average of 90 days, with at least 70% issued within 105 days. • Increase productivity to 323 decisions on appeals of hearings issued per workyear.
	<p>By 2005, increase by 100% from 1999 levels, the number of SSDI and SSI disability beneficiaries who achieve steady employment and no longer receive cash benefits.</p>

Strategic Goal: To deliver customer-responsive world-class service.

1997 Strategic Plan Objectives	2000 Strategic Plan Objectives
	Improve or maintain the accuracy, timeliness and efficiency of service to postentitlement (PE) customers. Specifically by 2005: <ul style="list-style-type: none">• Have the capacity to take and process 99% of PE actions in a paperless environment.
	Maintain through 2005 the accuracy, timeliness and efficiency of service to customers applying for Social Security numbers and replacement cards.

1997 Strategic Goal: To make SSA program management the best in the business, with zero tolerance for fraud and abuse.

2000 Strategic Goal: To ensure the integrity of Social Security programs, with zero tolerance for fraud and abuse.

1997 Strategic Plan Objectives	2000 Strategic Plan Objectives
To make benefit payments in the right amount, specifically, <ul style="list-style-type: none"> • To maintain through 2002, the accuracy of OASI payment outlays • To maintain or improve through 2002, the accuracy of DI payment outlays • To raise to 96% by 2002, the accuracy of SSI payment outlays. 	Beginning 2001 and through 2005, maintain at 99.8% the accuracy based on non-medical factors of eligibility of OASDI payment outlays.
	By 2005, raise to 96% the accuracy based on non-medical factors of eligibility of SSI disabled and aged payment outlays.
To become current with DI and SSI CDR requirements by 2002.	Become current with DI and SSI CDR requirements by 2000 and 2002 respectively, and remain current thereafter.
To maintain through 2002, current levels of accuracy and timeliness in posting earnings data to individual's earnings records.	Maintain timeliness and improve accuracy and efficiency in posting earnings data to Agency records. Specifically by 2005: <ul style="list-style-type: none"> • Increase to 70% the number of employee reports (W-2s) filed electronically
To increase debt collections by 7% through 2002.	Through 2005, maintain a level of outstanding debt that is either in a repayment agreement, under appeal or newly detected.
To aggressively deter, identify and resolve fraud.	Aggressively deter, identify and resolve fraud.
To position the Agency's resources and processes to meet emerging workloads.	

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

1997 Strategic Plan Objectives	2000 Strategic Plan Objectives
<p>To create a workforce to serve SSA’s diverse customers in the twenty-first century.</p>	<p>To recruit, develop and retain a diverse, well-qualified and satisfied workforce with the capacity to perform effectively in a changing future environment. Specifically:</p> <ul style="list-style-type: none"> • By 2005, offer flexible benefits and workplace options to all employees. • By 2005, restructure direct service positions to provide operational flexibility and portability of work. • By 2002, partner with OPM to establish a process for accelerated advancement based on skills attainment and competency rather than time requirements.
<p>To provide the necessary tools and training to achieve a highly skilled and high-performing workforce.</p>	<p>To provide the necessary tools, training and continuous learning opportunities to maintain a highly skilled and high-performing workforce. Specifically:</p> <ul style="list-style-type: none"> • By 2005, provide online training electronically at the desktop to all employees. • By 2005, have 1/3 of all employees participating in job enrichment opportunities during each year. • By 2005, provide all employees the necessary competency-based training needed to maintain technical skills each year.
<p>To provide a physical environment that promotes the health and well-being of employees.</p>	<p>To provide a physical environment that promotes the health and well-being of every employee.</p>
<p>To promote an Agency culture that successfully incorporates our values.</p>	<p>To promote an Agency culture that successfully incorporates our values. Specifically,</p> <ul style="list-style-type: none"> • By 2005, attain a 50% improvement in the gap between the “current” and “desired” workplace practices and values.

Strategic Goal: To strengthen public understanding of Social Security programs

1997 Strategic Plan Objectives	2000 Strategic Plan Objectives
<p>By 2005, 9 out of 10 Americans will be knowledgeable about the Social Security programs in 5 important areas:</p> <ul style="list-style-type: none">• Basic program facts.• Financial value of programs to individuals.• Economic and social impact of programs.• How the programs are financed today,• Financing issues and options.	<p>By 2005, 9 out of 10 Americans (adults age 18 and over) will be knowledgeable about Social Security programs in 3 important areas:</p> <ul style="list-style-type: none">• Basic program facts.• Value of Social Security programs.• Financing Social Security programs