SOCIAL SECURITY
Frank J. Bisignano, Commissioner

June 9, 2026

The Honorable Susan Collins
Chair, Committee on Appropriations
U.S. Senate
Washington, DC 20510

Dear Committee Chair Collins:

This letter transmits the Social Security Administration's (SSA) Staffing Plans report and other metrics requested in the joint explanatory statement accompanying the Consolidated Appropriations Act, 2026 (Public Law 119-75). In addition to reporting on staffing, this letter provides a 360-degree view of our operations. We are transforming SSA into a model of excellence, a digital first agency that meets and exceeds customer expectations for timely, accurate service in the channel of their choice. We are doing this with the goal of preserving and protecting Social Security for every American.

Before I arrived, the agency had four different leaders in five months and was an agency in turmoil. Customers endured a failed service model. Former Commissioner O'Malley's appointment-focused service, that turned people away who traveled to field offices, was just one example of the failure to have consumer-centric service. Turning people away who travelled to field offices is not meeting our customers where they want to be met. This Biden-era program of turning people away is over, and the appointment-focused service signs have been torn down in our field offices. Online, the SSA self-service website had office hours and was down 29 hours a week. On the phone, the 800 Number answered less than half the calls it received. Former Commissioner O'Malley also sent the workforce home to telework instead of in-office work. There was no investment in people or process improvement, agency leaders played "whack-a-mole," there was no emphasis on controls, and technology initiatives lacked proper rigor and execution.

Today, the Trump administration is building an agency that is modern, sustainable, and durable. Since my confirmation and swearing-in on May 7, 2025, we have established a new organizational structure that puts our management team closer to the work, and we have driven a technology agenda that has delivered for our workforce and customers. We implemented new process engineering and improved the tools available to our workforce. I appointed Chiefs to oversee key areas of the organization, all of whom report directly to me, and I have had stability in this dedicated leadership team over the past year; not losing a single direct report–political or career. Additionally, I have strengthened our governance model to improve the entire organization. I meet weekly with the Chiefs to review key performance indicators, and I meet weekly with senior leaders across the organization to get feedback and identify improvements. We have invested in our workforce and engaged employees at all levels to transform how we deliver for the American

people so that we provide better, faster, and higher quality service. Importantly, service is better than ever for our most vulnerable clients, including those applying for and receiving disability insurance and Supplemental Security Income (SSI) benefits. The results you will see below are a product of this new leadership.

SSA PERFORMANCE: FISCAL YEAR TO DATE (FYTD) 2024 to FYTD 2026 - APRIL

CONTACTS	
Total Contacts	+26.5%
Online Transactions Completed	+37.1%
800 Number Calls Received	+0.1%
Field Office Visitors	-9.2%
Field Office Calls Received	-4.2%
PERFORMANCE	
Total *my* Social Security Accounts	+21.1%
800 Number Average Speed of Answer (minutes)	-75.3%
800 Number Answer Rate	+20 percentage points
Cost Savings from Closed Audit Recommendations	over $16 billion
Initial Disability Processing Time (days)	-15.2%
Initial Disability Claims Pending	-31.6%
Hearings Processing Time	-25.5%
Processing Center Items Pending	-6.7%
Processing Center Receipts (daily average)	-6.8%
FIELD OFFICE	
Visitors with Appointments	+4.59 million
Field Office Wait Time Overall	-30.0%
Field Office Wait Time with Appointment	-13.2%
Field Office Wait Time for Walk-In	-13.0%

We are committed to aligning our resources and staffing to meet the evolving needs of the American public. Online transactions currently account for about 80 percent of our volume. Phone calls to the 800 Number and field offices account for 17 percent. Field office visits make up the remaining 3.5 percent of our total volume. Field office transactions continue to decline even against significantly improved wait times. Overall wait times are down 30 percent.

Regarding appointments at field offices, the number of appointments is up to 5.5 million, our appointment wait time is down by over 13 percent, and customers are receiving better service.

In terms of staffing, we have 23,000 staff, half of SSA's workforce, working in field offices against 3 percent, and declining, of our transactions.

Still, recognizing the importance of in-person service, we have focused on deploying time-saving technology, better process engineering, and improving our people platform. We have kept every field office open and the President's FY 2027 budget envisions every field office remaining open.

Time-saving technology

Improvements to date include:

- Online Claims: Modernizes online Medicare and Lump-Sum Death Benefit claims applications to a more customer-friendly interface with intelligent pathing, making it easier for customers to file claims online.
- Straight Through Processing: Automates end-to-end processing of select Medicare claims from initial application through adjudication, improving service, speed, and accuracy for the public and easing workloads for technicians. We are now expanding straight through processing to certain retirement claims. We have processed approximately 200,000 claims to date.
- Telephone Support: Automates calls that can be handled through Interactive Voice Response (IVR) for quick and easy service for those who do not need to speak to an agent to complete their task. Currently, nearly 40 percent of calls are handled through IVR.
- Easier Enumeration: Provides a unified point-of-entry for online Social Security Number (SSN) applications that allows customers to self-schedule appointments within the application path.
- Adjudicator Support: We are currently testing technology-generated medical summaries to shorten processing time for State disability determination services; successful results will trigger a national rollout.
- Workload Management: Leverages our nationwide workforce to meet customer demand and optimize staffing.
- SSA360 Dashboard: Centralizes real-time data and performance metrics for agency managers, enabling informed decision-making and driving continuous improvement through transparency and accountability (Please refer to an example on the last page of enclosure 3).
- Quick Wins for Technicians: Technology enhancements have reduced improper payments, increased program integrity, and maximized operational efficiency for SSI claims processing.

These improvements have saved about 2,500 workyears agency-wide, creating significant efficiencies for our staff and the public.

Process Engineering

With better process engineering and management, we have reduced the work of the field offices by 600 workyears. Frontline workers are now focused on customer interactions. We also eliminated multiple layers of management, so our management team is closer to the work. Digital tools and online enhancements allow for better workflow, greater optimization, and easier processing. Our process improvements will continue this year, providing more value to our field office employees and the customers they serve.

People Platform

We have prioritized workforce engagement by expanding opportunities for frontline leadership input and collaboration across the agency. For the first time in the agency's history, I established a Field Office Advisory Council, composed of field office managers from across the country, to discuss operational challenges, share best practices, and provide direct feedback on the

management and delivery of field office services monthly. Additionally, I created a Senior Leadership Advisory Council to provide direct feedback on what is and is not working across the organization. As a testament to these efforts, our annualized FY 2026 attrition will be approximately 30 percent lower than FY 2024 and 50 percent lower than FY 2025. This positive trend underscores our success in strengthening agency retention. Additionally, this year, we established a leadership academy and ensured that employee rewards were administered in a manner to recognize performance. Currently, Social Security has requisitions for over 1,000 positions.

Importantly, SSA's workforce delivered for the American public in the midst of the longest government shutdown in history, a 43-day shutdown at the height of retirement season.

Best Overall Performance in Modern History

Our efforts have yielded significant results since the start of my tenure, including:

- Completing 385 million online transactions FY 2026 YTD, a 37 percent increase
- Reducing the 800 Number average speed of answer from 34 minutes to 8 minutes to date, a 75 percent reduction
- Increasing 800 Number calls handled by agents and self-service by nearly 13 million
- Serving nearly 19 percent more callers to our local field offices
- Enabling 36 percent of field office calls to be contained via self-service and serving 2.7 million more callers
- Shortening field office wait times by 30 percent
- Reducing the initial disability claims backlog by over 30 percent, from a high of nearly 1.3 million to 853,000
- Decreasing disability hearing wait times over 90 days to 266 days FY 2026 YTD, reaching historic lows
- Lowering the processing centers' actions pending to 4.9 million from a high of over 6 million in March 2025, a 23 percent decrease
- Sending over 3.1 million payments totaling $17 billion to eligible beneficiaries 5 months ahead of schedule under the Social Security Fairness Act

We estimate our reduction in wait times is saving the public nearly 40 million hours in time they would have waited for service compared to FY 2024. Below are the estimated time savings by service channel:

- Online Services: saves customers 25.5 million hours
- 800 Number: saves customers 9.6 million hours
- Field Offices: saves customers that call and visit 1.7 million hours

Our control environment is the strongest it has ever been.

- Closed Inspector General (IG) audit recommendations totaling over $16 billion in savings, reducing total unimplemented recommendations from almost $18 billion down to about $2 billion
- Reduced open audit recommendations from IG and Government Accountability Office from 211 in FY 2024 to 84, decreasing potential cost savings from unimplemented recommendations by over 85 percent

- In our newly created Risk and Quality office, we now have a first time ever discipline of reconciling the SSN Database to remove deceased people, update citizenship status, and verify status of people on the file
- Implemented new processes to detect fraud, waste, and abuse – saving billions in improper payments
- In our newly created Security and Resiliency office, cybersecurity systems have been upgraded, and we are defending against millions of unauthorized cyber attempts
- Built an internal threats function to protect our systems

Digital First Customer Service

Increasingly, customers choose to engage with us online and by phone, with 97 percent of service requests received through these channels. Routine tasks are handled digitally and through automation, allowing field office staff to focus more on in-person interviews. Earlier this year, SSA surpassed 100 million *my* Social Security accounts, reflecting growing trust in our digital services. To meet rising demand, we are accelerating our digital-first strategy and expanding automation and self-service options, enabling an estimated 700 million zero wait-time interactions this fiscal year, a more than 50 percent increase.

In FY 2025, we eliminated 29 hours of weekly downtime for the *my* Social Security platform, making it a true 24/7 service and increasing platform availability from 82 percent to 100 percent, allowing nearly 5 million additional logins during previously unavailable hours. A flexible workforce, effective management, and advanced technology will allow us to serve about 100 million customers on our 800 Number and field office phones this year, a 49 percent increase.

These shifts in customer preferences are also reflected in our declining field office visitor numbers. Fewer people have visited our offices, as more customers use online services and automated phone systems. Tools such as the *my* Social Security portal, online benefit applications, and secure document upload features provide fast, efficient alternatives to office visits.

We are increasing capacity across all our frontline services, which includes field offices, the 800 Number, digital services, in central processing, and in disability services. Metrics in every one of these channels Americans touch has improved and will continue to improve. The attached schedule provides a 360-view of our operations.

If you have any questions about this report, I am available to you at any time.

Sincerely,

Frank J. Bisignano
Commissioner

Enclosures

cc:

The Honorable Patty Murray
The Honorable Shelley Moore Capito
The Honorable Tammy Baldwin

SOCIAL SECURITY ADMINISTRATION
OPERATIONS 360-VIEW

	Performance: Fiscal Year-to-Date (FYTD)*			
	FYTD 2024 April	FYTD 2025 April	FYTD 2026 April	Change FYTD April 2024 to 2026
FIELD OFFICE				
Total Field Office Visitors	18,604,974	17,699,946	16,885,031	**-9.2%**
Field Office Visitor Appointment Volume	976,705	4,332,930	5,562,842	**469.6%**
Field Office Overall Wait Time (minutes)	29.7	23.4	20.8	**-30.0%**
Field Office Wait Time with Appointment (minutes)	6.8	6.4	5.9	**-13.2%**
PHONES				
800 Number and Field Office Phone Customers Served	37,768,105	58,916,215	53,514,670	**41.7%**
800 Number Calls Received	48,207,012	58,797,753	48,255,609	**0.1%**
800 Number Answer Rate	54.7%	48.4%	75%	**20.3%**
800 Number Average Speed of Answer (ASA) (minutes)	34.0	20.3	8.4	**-75.3%**
800 Number Customers Served by Agents	16,292,029	17,495,615	22,874,953	**40.4%**
800 Number Customers Served by Self-Service	6,748,144	24,687,324	13,163,551	**95.1%**
800 Number Customers Served by Agents+Self-Service	23,040,173	42,182,939	36,038,504	**56.4%**
Field Office Calls Received	33,525,461	43,713,547	32,102,184	**-4.2%**
Field Office ASA (minutes)[1/]	N/A	N/A	13.9	**N/A**
Field Office Callers Served by Agents	14,727,932	15,338,955	11,782,238	**-20.0%**
Field Office Callers Served by Self-Service	-	1,394,321	5,693,928	**N/A**
Field Office Callers Served by Agents+Self-Service	14,727,932	16,733,276	17,476,166	**18.7%**
WEB				
Website Scheduled Downtime (hours per week)	29	29	0	**-100.0%**
Online Transactions Completed	280,960,681	349,992,109	385,227,116	**37.1%**
Total *my* Social Security Accounts	83,811,226	93,093,074	101,520,735	**21.1%**
DISABILITY				
Initial Disability Processing Time (days)	229.5	231.8	194.7	**-15.2%**
Initial Disability Claims Pending	1,246,050	999,583	852,875	**-31.6%**
Hearings Processing Time (days)	357	285	266	**-25.5%**
PROCESSING CENTER				
Processing Center Receipts (daily average)	44,000	45,000	41,000	**-6.8%**
Processing Center Items Pending	5,214,871	6,199,830	4,863,017	**-6.7%**
AGENCY				
Total Contacts (In-Office, Telephone, Online)	381,298,128	470,203,354	482,455,370	**26.5%**

	FY 2024 Annual	FY 2025 Annual	FYTD 2026 April	Change FY 2024 to FYTD 2026
CONTROL ITEMS				
Open Audit Recommendations (Inspector General and Government Accountability Office)	211	164	84	**-60%**
Total Remaining Cost Savings from Unimplemented Audit Recommendations (Inspector General)[2/]	$18 billion	$7 billion	$2 billion	**-$16 billion**
STAFF				
Annualized Full-Time Permanent (FTP) Agency Attrition[3/]	7.3%	10.9%	6.0%	**-18.2%**
Total Agency FTP Staff on Duty[4/]	56,645	50,801	48,430	**-15%**
Total Field Office Staff on Duty (all employment categories)	25,845	23,610	22,652	**-12%**

**Fiscal year-to-date (FYTD) includes beginning of October through end of April.*

1/ Field office ASA data is not comparable to prior years, because FY 2026 was the first full year with Amazon Web Services (AWS) fully integrated in all field offices. The previous telephone platform used a different data structure than AWS.

2/ GAO does not provide cost savings for audit recommendations.

3/ Agency attrition for FY 2026 is an estimate and excludes individuals who participated in the deferred resignation program (DRP). Attrition including DRP would be 8.4 percent in FY 2026.

4/ Represents full-time permanent staff on duty, consistent with external reporting, and excludes other employment categories (e.g., temporary, part-time) and Inspector General staff.