

# Social Security Administration

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**Annual Performance Plan** for Fiscal Year 2026

**Revised Performance Plan** for Fiscal Year 2025



Securing today  
and tomorrow

# Social Security Overview

## Mission

Deliver timely and accurate Social Security services to the public.

## Programs

We administer three programs under the *Social Security Act*, as amended:

- **Old-Age and Survivors Insurance (OASI)**: Established in 1935, the OASI program provides monthly retirement and survivors benefits to qualified workers and their family members.
- **Disability Insurance (DI)**: Established in 1956, the DI program provides monthly benefits for workers who become disabled and their families.
- **Supplemental Security Income (SSI)**: Established in 1972, the SSI program provides monthly financial support to aged, blind, and disabled adults and children who have limited income and resources.

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

## Organization

As of May 2025, about 52,000 Federal employees and 12,000 State employees served the public from a network of more than 1,500 offices across the country and around the world. We administer our programs and services online, by phone, by video, and in person in our offices. For more information about our organization and its functions, visit our organizational structure [webpage](#).

## Major Management Challenges

In [FY 2024](#), the Office of the Inspector General (OIG) identified six major management and performance challenges for the agency: managing human capital, impediments to improving our service delivery methods, threats to ensuring the security of our information systems, improving the timeliness and accuracy of claims processing, improving the administration of our disability programs, and the prevention, detection, and recovery of improper payments. Strategic initiatives proposed in this plan provide a comprehensive overview of the actions we will take to address our challenges.

## Program Evaluations

As required by the Foundations for Evidence-Based Policymaking Act of 2018, we developed the [FY 2026 Evaluation Plan](#) that describes our program evaluations in support of our FY 2026 Performance Plan. This plan does not describe all evaluations that we will conduct in FY 2026, but it lays out our most significant evaluations and evidence building activities. Our planned internal evaluations of program data and research and analysis efforts, described in the *FY 2026 Evaluation Plan*, documents our primary sources of information and verifies the validity of data presented in this performance document.

## Improve Customer Service

Optimizing the experience of our customers means we provide timely, accurate, and efficient access to our programs and services across our delivery channels. We will take actions such as modernizing our information technology, improving digital service delivery, and updating business procedures to more efficiently and effectively deliver services.

*Leads: Deputy Commissioner for Disability Adjudication, Deputy Commissioner for External Affairs, Deputy Commissioner for Operations, and Chief Information Officer*

### Performance Measures and Targets

Fiscal Year Targets	FY 2025 Estimate	FY 2026 Estimate
Improve user experience for SSA's website	Achieve an 80% or greater satisfaction score for customers using SSA's website	TBD
Collect customer feedback	Achieve a 2% increase in customer satisfaction based on the baseline customer experience scores for priority service designations established in FY 2024	TBD
Increase the number of successfully completed online transactions	Increase the number of successfully completed online transactions by 10 million over the prior year (estimated target of 451 million)	TBD
Modernize evidence acquisition systems to drive increased electronic medical evidence volumes through a multi-channel strategy	Acquire 58% of medical evidence electronically	TBD
Improve Processing Center (PC) OASDI Claims Timeliness <sup>1</sup>	Achieve a PC timeliness rate of 91.3%	TBD
Improve PC Administrative Law Judge <sup>2</sup> (ALJ) Favorable Reversals	Achieve a timely ALJ favorable decision PC processed rate of 97.8%	Achieve a timely ALJ favorable decision processed rate of 97.9%

<sup>1</sup> Retirement, Survivors, and Health Insurance (RSHI) claims processed in time for initial payment or within 10 days of receipt is considered timely. Disability claims processed in time for initial payment or within 16 days of receipt is considered timely.

<sup>2</sup> ALJ favorable reversals processed by the PCs within 60 days are considered timely.

## What Do We Plan to Accomplish in FYs 2025 and 2026?

**Modernize Information Technology (IT):** We must move away from legacy IT systems to improve customer service. We will improve our service delivery by:

- providing new world-class online services and mobile apps with 24 hours a day, 7 days a week (24/7) availability;
- implementing a modern, unified platform for customer communication;
- simplifying customer interactions;
- developing technician-facing capabilities and platforms that incorporate modern technology and are integrated across service channels;
- shifting from localized workloads to portable, national workloads and evolving business processes; and
- leveraging efficient delivery models.

Please refer to our FY 2026 Congressional Justification for more details on FYs 2025 and 2026.

**Enhance the Digital Experience:** We must expand our digital landscape by investing in modern technology and integrating data and information sharing across our channels to deliver better service to our customers. We are evaluating our current online services, fixing the issues that persist, and offering new online services to our customers. In particular, we will:

- provide **my Social Security** account holders with secure digital access to their Social Security Number (SSN) by introducing a modernized and accessible alternative to the traditional physical SSN;
- implement stronger digital identification proofing measures to protect beneficiaries and their earned benefits;
- create mobile-ready online applications and make claim status information easily accessible for claimants;
- continue reviewing forms and policies to either remove signature requirements or allow electronic signature options;
- enhance Upload Documents, a tool that allows customers to directly provide documentation online, to include retirement, SSI, and disability-related forms and evidence;
- plan to expand Upload Documents to third parties, applicants, and business services online customers who want to initiate uploading forms and evidence via **my Social Security** and SSA.gov; and
- streamline the agency's handling of incoming mail, increase workflow efficiency, and improve timeliness and accuracy for processing pending actions, especially through increased use of Upload Documents and with our Mail Centralization and Digitalization initiative.

**Improve 800 Number Services:** Millions of our customers count on the convenience and accessibility of our National 800 Number and field office phones. More self-service options will

ensure our customers' needs are being addressed faster. To address the long wait times that our customers are experiencing to speak with an agent, we are:

- rolling out to all our offices the modern, telecommunications platform that we successfully launched on our National 800 Number last year;
- providing training for our telephone agents on the new system to help them be productive and efficient;
- optimizing the performance of critical features on our new platform such as Estimated Wait Time, Call Back Assist, and Post-Call Survey; and
- utilizing artificial intelligence (AI) to enhance our Interactive Voice Response tools and encourage use of our chat bot feature, which shares valuable information from frequently asked questions published on our website.

**Address Initial Disability Decision Wait Times:** Improving the national average processing time for initial disability claims and reducing the number of older cases remains a priority for the agency. We aligned all disability functions under one component to improve organizational efficiency, including all Federal disability processing units and disability processing branches, as well as the office responsible for liaising with all State disability determinations services (DDS). This realignment improves oversight, accountability, and performance management by ensuring centralized management of examiners, first-level managers, and the cooperative disability investigations program. With our new structure, we are positioned to better manage workloads to improve public service, enhance quality, and ensure timely and consistent adjudication of disability claims and anti-fraud initiatives. Specifically, we are approaching this challenge from both a resource and business process perspective by:

- exploring alternate ways to transfer cases to disability processing sites;
- continuing to develop workload assistance partnerships between State DDSs that have excess capacity and those with the largest backlogs; and
- enhancing Federal capacity to support State DDSs with disability claims processing.

**Expand Access to Electronic Medical Evidence:** We offer medical providers multiple options to submit evidence electronically via our automated Health IT program, Electronic Records Express web portal, web services, and secure file transfer. We will increase the volume of medical evidence collected electronically to improve workflow efficiency, speed up the review of evidence, and expedite disability determinations by:

- increasing our use of Intelligent Medical Language Analysis Generation (IMAGEN), a tool that transforms evidence contained in the electronic disability folder into machine-readable text, allowing for enhanced search capabilities and intelligent analysis of medical records; and
- automating the onboarding process for large electronic health records vendors, which will expedite and improve the process for future vendors and provide quicker access to electronic evidence.

**Address the Processing Center (PC) Backlog:** Our PCs process highly complex cases that require non-automated processing. Improving capacity in our PCs will ensure that we can timely process



Retirement, Survivors, and Health Insurance claims and issue pending payments for ALJ reversals. To increase processing capacity, we are:

- reassigning headquarters employees to the PCs, which will increase staffing capacity to process complex claims;
- using robotic process automation software to automate high volume, labor-intensive, or repeatable tasks, allowing employees to focus their efforts on more complex actions; and
- automating additional PC workloads and modifying management workload practices to reduce the volume of actions that require technician intervention for resolution, allowing PCs to increase their focus on priority workloads.

**Increase Appointment Focused Service (AFS):** We are working to fully transition to an AFS delivery model in our field offices to enhance our service delivery and improve the customer experience. By scheduling appointments for in-person transactions, we will better manage the flow of in-person traffic, minimize in-person wait times, promote online and automated services, and ensure that staff can focus on delivering quality service to each customer. We will analyze data trends and share our data and ongoing analysis about this service change publicly.

## Fight Fraud and Waste

Program integrity remains a central focus for our agency, as it strengthens our programs by ensuring we are paying the right people the correct amounts in a timely manner. We seek ways to do business better by addressing the root causes of improper payments, improving payment accuracy, enhancing fraud prevention and detection, and applying sound management principles to everyday work.

*Leads: Deputy Commissioner for Disability Adjudication, Deputy Commissioner for External Affairs, Deputy Commissioner for Finance and Management, Deputy Commissioner for Law and Policy, Deputy Commissioner for Operations, and Chief Information Officer*

### Performance Measures and Targets

Fiscal Year Targets	FY 2025 Estimate	FY 2026 Estimate
Improve the integrity of the Supplemental Security Income Program by focusing our efforts on reducing overpayments	94.00% (O/P) <sup>3</sup>	94.00% (O/P)
Maintain a high payment accuracy rate by reducing overpayments in the Old-Age, Survivors, and Disability Insurance Program	99.80% (O/P)	99.80% (O/P)
Ensure the quality of our decisions by achieving the State disability determination services decisional accuracy rate for initial disability decisions	97% decisional accuracy	97% decisional accuracy
Identify and eliminate non-critical contracts and grants	Achieve a cost avoidance of \$180 million	Achieve a cost avoidance of \$90 million
Reduce our real property footprint	Achieve a 250,000 USF reduction	TBD

### What Do We Plan to Accomplish in FYs 2025 and 2026?

**Expand Program and Payment Integrity Efforts:** Dedicated program integrity funding helps ensure individuals receive the benefits to which they are entitled and helps safeguard the integrity of benefit programs by confirming eligibility, preventing fraud, and improving payment accuracy. We will continue our effective program integrity work, including medical and work continuing disability reviews (CDR) and SSI non-medical redeterminations. By the end of FY 2026, we plan to process approximately 219,000 more medical CDRs than we processed in FY 2024. Our program integrity work helps ensure individuals receive the benefits to which they are entitled and safeguards the integrity of benefit programs to better serve recipients by confirming eligibility, improving payment accuracy for both overpayments and underpayments, and preventing fraud.

<sup>3</sup> This represents a 3.5 percentage point increase relative to the FY 2023 actuals. The FY 2023 overpayment accuracy rate is 90.82 percent. FY 2024 results will be available in summer 2025.

**Addressing Root Causes of Improper Payments:** We are implementing new procedures to protect our customers and strengthen program integrity. We are implementing a payroll information exchange (PIE) to automate the timely receipt of wages so we can make more accurate benefit payments, which reduces improper payments. PIE reduces the public's burden to report wages and manual work for our employees who process reported wages. We are implementing PIE through a phased rollout approach through September 2025 and raising public awareness of PIE.

**Enhance Fraud Prevention and Detection Activities:** We are improving our use of data analytics, predictive modeling, and enhanced technology to detect irregularities and prevent fraud before issuing payments. We will implement enhanced fraud-prevention tools for claims filed and post-entitlement transactions initiated over the phone. This technology will include anti-fraud capabilities that will detect anomalies within a person's account, protecting beneficiaries. Additionally, we plan to migrate our remaining eServices fraud detection analytics to the Anti-Fraud Product Line (AFPL). The AFPL is a modernized, enterprise-supported product line that brings our anti-fraud program into the future by enabling it to improve customer service, reduce the impact of fraud on frontline operations, and support our modernization efforts. We plan to release the first iteration of a new Fraud Risk Inventory Tool to replace current, manual processes and add in more advanced capabilities, such as web-based application, visual analytics, and AI technology where possible. In alignment with the Presidential memorandum, [\*Preventing Illegal Aliens from Obtaining Social Security Act Benefits\*](#), we will expand our full-time fraud prosecutor program by increasing the number of Special Assistant United States Attorneys working to prosecute bad actors.

**Promote Efficiency and Reduce Costs in Procurement:** We will enhance the efficiency of our procurement process by reducing the costs associated with the acquisition of goods and services. We will work with the General Services Administration to consolidate procurement of common goods and services to eliminate waste and duplication. We will also terminate non-essential contracts and grants while identifying reductions in other IT contracts to reduce unnecessary spending.

**Reduce Our Real Property Footprint:** We will continually assess the long-term future of agency facilities and optimize our real property portfolio in alignment with the Administration's goal to efficiently utilize space. As we consolidate operations based on business and customer needs, we are accelerating the disposition of underutilized and inefficient buildings and maximizing the use of space currently occupied. We are committed to preserving access to our field offices.

**Implement the Social Security Fairness Act (SSFA):** The SSFA ended the Windfall Elimination Provision (WEP) and Government Pension Offset (GPO). These provisions had reduced or eliminated Social Security benefits for over 2.8 million people who receive a pension based on work that was not covered by Social Security because they did not pay Social Security taxes. We are paying retroactive benefits and increasing monthly benefit payments to eligible beneficiaries affected by WEP and GPO. People who will benefit from the new law include teachers, firefighters, police officers, some public workers and some with work covered by a foreign social security system. We are fully implementing the new statute, ensuring all manual payment adjustments for SSFA are complete by December 2025.



## Optimize and Empower the Workforce

To deliver core mission services as our customer base grows, we are realigning our workforce to shift employees into direct-service positions. The changes ensure we are optimizing the indirect support our frontline workers need, supporting the integrity work needed to protect taxpayer dollars, and fulfilling other statutorily directed functions.

*Leads: Deputy Commissioner for Disability Adjudication, Deputy Commissioner for Human Resources, and Deputy Commissioner for Operations*

### Performance Measures and Targets

Fiscal Year Targets	FY 2025 Estimate	FY 2026 Estimate
Optimize our workforce	Increase full-time permanent employees in direct-service components <sup>4</sup> to 88% of total staff	Maintain 88% of full-time permanent employees in direct-service components

### What Do We Plan to Accomplish in FYs 2025 and 2026?

**Implement Workforce Realignment for Mission-Critical Positions:** To align with the Administration’s priorities, we are right sizing our workforce and renewing our focus on core mission responsibilities. Specifically, we are:

- transitioning employees from mission-support roles in our headquarters and regional offices to mission-critical positions that directly serve the public in alignment with our plan to enhance service delivery and operational efficiency;
- consolidating our support functions performed by headquarters and regional staff, while transitioning highly qualified professionals to frontline service delivery positions;
- monitoring our staffing levels and planning to move forward with mission-critical hiring in accordance with current executive orders; and
- preparing our workforce to provide timely and quality service to the public.

**Enhance Training Quality and Technological Solutions to Better Equip Our Workforce:** It is imperative that our frontline employees are properly trained to carry out our important mission. We are focused on providing our employees with technical training and better electronic tools to assist them with serving our customers more effectively and efficiently. We will increasingly leverage just-in-time training to increase employees’ skills and competence, allowing them to address tasks on demand. We will improve productivity by identifying the most error-prone workloads and creating cohorts with special training to handle those workloads nationally.

<sup>4</sup> Federal mission critical positions provide direct services to the public, including but not limited to employees in field offices, teleservice centers, processing centers, hearing offices, and other centralized operations or disability workload support units.

# Budgeted Workload Measures

Workload and Outcome Measures	FY 2025 Enacted <sup>5</sup>	FY 2026 Request	FY25 to FY26 Changes	FY 2026 Planned Achievements
Retirement and Survivor Claims (includes Medicare)				
Retirement and Survivor Claims Completed (thousands)	6,880	6,886	< 0.1%	Increasing retirement claims processing
Disability Claims				
Initial Disability Claims Receipts (thousands)	2,209	2,307	+ 4.4%	Reducing disability claims pending and average processing time, despite increasing receipts.
Initial Disability Claims Completed (thousands)	2,349	2,322	- 1.2%	
Initial Disability Claims Pending (thousands)	1,015	1,000	- 1.5%	
Average Processing Time for Initial Disability Claims (days) <sup>6</sup>	225	220	- 2.2%	
Disability Reconsiderations				
Disability Reconsiderations Receipts (thousands)	634	627	- 1.1%	Increasing reconsiderations completed by over 13% and reducing pending.
Disability Reconsiderations Completed (thousands)	570	649	+ 13.9%	
Disability Reconsiderations Pending (thousands)	394	372	- 5.6%	
Average Processing Time for Disability Reconsiderations (days)	248	248	< 0.1%	
Hearings				
Hearings Receipts (thousands)	400	478	+ 19.5%	Increasing hearings completions and reducing average processing time by 10 days.
Hearings Completed (thousands)	390	403	+ 3.3%	
Hearings Pending (thousands)	272	347	+ 27.6%	
Annual Average Processing Time for Hearings Decisions (days)	280	270	- 3.6%	
National 800 Number				
National 800 Number Calls Handled (millions) <sup>7</sup>	35	35	< 0.1%	Reducing the average speed of answer by over 30%.
Average Speed of Answer (ASA) (minutes) <sup>8</sup>	18	12	- 33.3%	
Agent Busy Rate (percent)	9.0%	10.0%	+ 11.1%	
Program Integrity				
Periodic Continuing Disability Reviews (CDR) Completed (thousands)	1,200	1,400	+ 16.7%	Increasing medical continuing disability reviews by 50%.
Full Medical CDRs (included above, thousands)	400	600	+ 50.0%	
SSI Non-Medical Redeterminations Completed (thousands)	2,482	2,600	+ 4.8%	
Selected Other Agency Workload Measures				
Social Security Numbers (SSN) Completed (millions)	18	18	< 0.1%	Delivering essential social security number and earnings record updates.
Annual Earnings Items Completed (millions)	300	305	+ 1.7%	
Social Security Statements Issued (millions) <sup>9</sup>	11	15	+ 36.4%	
Selected Production Workload Measures				
Disability Determination Services Production per Workyear <sup>10</sup>	267	288	+ 7.9%	Increasing productivity through efficiencies.
Office of Hearings Operations Production per Workyear	83	87	+ 4.8%	

<sup>5</sup> FY 2025 data is as of May 2025 and does not incorporate reassignments of support staff to mission-critical jobs.

<sup>6</sup> Average processing time for initial disability claims is an annual figure. In the fourth quarter of FY 2026, we estimate reducing the wait time for initial disability decisions to 190 days.

<sup>7</sup> Includes calls handled by automation. For FY 2025 and FY 2026, we project about 4 million automated calls handled in each year.

<sup>8</sup> We are currently developing an alternative performance measure to supplement ASA.

<sup>9</sup> The Social Security Statements Issued measure includes paper Statements only. It does not include electronic statements issued. In FY 2024, [my Social Security](#) users accessed their Social Security Statements 40 million times. Consistent with FYs 2024 and 2025, in FY 2026, we will send paper Statements to people aged 60 and older who are not receiving Social Security benefits and who are not registered for [my Social Security](#) account, at a cost of approximately \$12 million.

<sup>10</sup> DDS Production Per Workyear (PPWY) includes cases completed via Federal assistance.

### Key Management Officials' Responsibilities

**Commissioner of Social Security (COSS)** provides executive leadership to SSA and exercises general supervision over major components of the agency.

**Chief of Staff (CoS)** manages the day-to-day operations of the Commissioner's Office and serves as a trusted advisor.

**Chief Operating Officer (COO)** responsible for implementation of operational strategies to improve organizational efficiency, productivity, and sustainability.

**Chief Actuary (OCACT)** plans and directs program actuarial estimates and analyses for our programs and for any proposed changes in programs and trust funds. OCACT provides technical and consultative services to the COSS, the Trustees of the Social Security Trust Funds, Congress, and their staffs.

**Inspector General (IG)** is a Senate-confirmed position that promotes economy, efficiency, and effectiveness in administering our programs and operations, and prevents and detects fraud, waste, abuse, and mismanagement.

**Deputy Commissioner for Disability Adjudication (DCDA)** oversees our disability program in accordance with relevant Federal laws, providing support to State disability determination services. DCDA also oversees Federal disability processing units and disability processing branches, as well as the quality review program.

**Deputy Commissioner for External Affairs (DCEA)** conducts our national public outreach programs and fosters the transparency of our operations. DCEA also develops and oversees our communication program, serves as our liaison to Congress, and analyzes legislative and regulatory initiatives.

**Deputy Commissioner for Finance and Management (DCFM)** directs our comprehensive management programs including budget, financial policy and program integrity, acquisition and grants, and facilities and security management. DCFM also coordinates the agency's anti-fraud initiatives and serves as the accountable official for improper payments.

**Deputy Commissioner for Human Resources (DCHR)** administers our human resources programs, including required training and human capital initiatives.

**Deputy Commissioner for Law and Policy (DCLP)** advises the COSS, DCOSS, and all subordinate organizational components (except the Inspector General) on legal matters. DCLP serves as the agency's Senior Agency Official for Privacy, and oversees policy development, analysis, and implementation. DCLP is also responsible for research, evaluation, and statistical programs.

**Deputy Commissioner for Operations (DCO)** oversees our direct service network of field offices, National 800 Number teleservice centers, processing centers, and workload support units.

**Chief Information Officer (CIO)** directs the management of our systems and databases, which includes the development, validation, and implementation of new systems. The CIO aligns information technology initiatives with overall business goals to drive innovation. The CIO also provides enterprise-wide oversight of data-sharing agreements and negotiates Social Security (totalization) agreements with foreign governments.

