



OVERVIEW OF OUR FISCAL YEAR 2022 GOALS AND RESULTS

HOW WE MANAGE PERFORMANCE

PERFORMANCE FRAMEWORK: The *Government Performance and Results Modernization Act of 2010* (GPRMA) describes how agency strategic plans and goals align with presidential terms and broader Federal efforts.

Setting goals and measuring our performance is vital to our success. We define our performance framework in the [Fiscal Years \(FY\) 2022–2026 Agency Strategic Plan \(ASP\)](#). Our ASP defines our Strategic Goals and details underlying Strategic Objectives, strategies, and relevant risks and mitigation plans.

Our Strategic Goals are:

- Strategic Goal 1: Optimize the Experience of SSA Customers;
- Strategic Goal 2: Build an Inclusive, Engaged, and Empowered Workforce; and
- Strategic Goal 3: Ensure Stewardship of SSA Programs.

PLANNED PERFORMANCE: In April 2022, we published our [Annual Performance Plan for FY 2023, Revised Performance Plan for FY 2022 and Annual Performance Report for FY 2021](#) as part of the [President's FY 2023 Budget Request](#). These plans and report outline our tactical plans for achieving the Strategic Goals and Objectives in our ASP, finalize our performance commitments for FY 2022, and describe how we ensure data integrity of our performance information. The budgeted workloads published in our Annual Performance Report (APR) correspond to the key workload measures in the [FY 2022 Operating Plan](#).

ACTUAL PERFORMANCE AND PROGRAM RESULTS: We update the APR after the close of the fiscal year to provide performance results for the previous fiscal year. We plan to publish the final APR containing our actual FY 2022 results in February 2023. The final APR will be available on our [Annual Performance Plan and Annual Performance Report website](#).

This *Agency Financial Report* summarizes our key initiatives, overall performance results, and financial activities we conducted to carry out our mission in FY 2022. The following table shows our operating expenses by Strategic Goal and Objective.





FY 2022 OPERATING EXPENSES BY STRATEGIC GOAL AND STRATEGIC OBJECTIVE
(DOLLARS IN MILLIONS)

| | |
|--|-----------------|
| Strategic Goal 1: Optimize the Experience of SSA Customers | \$10,377 |
| Strategic Objective 1.1: Identify and Address Barriers to Accessing Services | \$1,158 |
| Strategic Objective 1.2: Expand Digital Services | \$1,849 |
| Strategic Objective 1.3: Build a Customer-Focused Organization | \$7,370 |
| Strategic Goal 2: Build an Inclusive, Engaged, and Empowered Workforce | \$625 |
| Strategic Objective 2.1: Promote Diversity, Equity, Inclusion, and Accessibility in Hiring and Advancement | \$162 |
| Strategic Objective 2.2: Support Employees' Chosen Career Paths | \$463 |
| Strategic Goal 3: Ensure Stewardship of SSA Programs | \$2,609 |
| Strategic Objective 3.1: Improve the Accuracy and Administration of Our Programs | \$2,088 |
| Strategic Objective 3.2: Identify and Eliminate Potential Barriers to Access Contracts and Grants | \$19 |
| Strategic Objective 3.3: Improve Organizational Performance and Policy Implementation | \$502 |

PRIORITIES: In support of the GPRMA, we established three Agency Priority Goals (APG), which are 24-month goals reflecting our top priorities. We routinely review our progress and take actions to improve our outcomes, promote innovation, and deliver favorable results.

For FYs 2022–2023, our APGs are:

1. Improve Equity in the Supplemental Security Income Program;
2. Improve the National 800 Number Service; and
3. Improve Initial Disability Claims.

Learn more about APGs on [Performance.gov](https://www.performance.gov), and see how we focus leadership priorities, set outcomes, and measure results to drive significant progress and change.



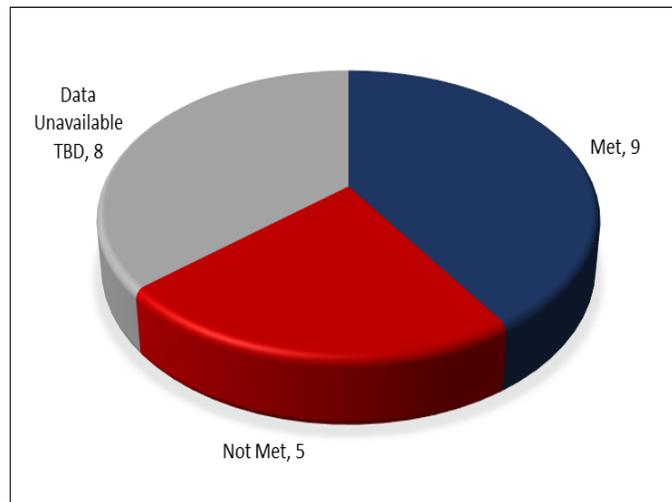
SUMMARY OF FISCAL YEAR 2022 PERFORMANCE

We highlight the approaches we used to achieve our FY 2022 performance measures, outline some of the challenges we faced meeting these goals, and provide an analysis of our performance. We base our planned performance measures and targets on the President’s Budget request. If necessary, we adjust our resources to ensure we can complete our budgeted workloads and agency goals within our budget.

We have a total of 19 FY 2022 performance measures and 3 FY 2023 APGs, that we use to track agency progress towards meeting our Strategic Goals and Strategic Objectives. Overall, we met our targets for 9 of the 14 performance measures with available data. Final data for 8 of the remaining performance measure targets were not available at the time we published this report. The unavailable data results are indicated as to be determined (TBD). Additional details about available FY 2022 results are in the sections below.

We will publish final data for all performance measures in our *Annual Performance Plan for FY 2024, Revised Performance Plan for FY 2023, and Annual Performance Report for FY 2022* in February 2023.

SUMMARY OF OUR FY 2022 PERFORMANCE MEASURE RESULTS



STRATEGIC GOAL 1: OPTIMIZE THE EXPERIENCE OF SSA CUSTOMERS

Strategic Objectives

- Identify and Address Barriers to Accessing Services
- Expand Digital Services
- Build a Customer-Focused Organization



Create a *my Social Security* account

SSA.gov/myaccount

Our goal is to optimize the experience of our customers by providing timely, accurate, and efficient access to our services. We strive to better understand our customers’ evolving needs, advance inclusive policies, and ensure equity throughout our programs (e.g., targeted outreach to communities of color and underserved communities, expanded availability of online tools, and examination of disparities using data collection and analysis).

These are some highlights of our progress toward accomplishing our Strategic Goal and Objectives:

- **Focused on identifying and addressing inequities in our programs and services:**

We established the Agency Equity Team to coordinate agency-wide and interagency efforts and discuss opportunities to ensure equity in our programs, in accordance with Executive Order 13985, [Advancing Racial Equity and Support for Underserved Communities Through the Federal Government](#).

In FY 2022, we published [research](#) regarding race and ethnicity which we plan to use to determine whether our programs are equitably serving our applicants and beneficiaries. We issued guidance on accepting documents with a non-binary sex designation of “X” for enumeration requests. We implemented agency-wide Diversity, Equity, Inclusion, and Accessibility Implicit Bias training. As part of our SSI administrative simplification efforts, we provided training for our external partners committed to assisting individuals in filing SSI applications. We also implemented an online method to assist people facing barriers to accessing our programs, their advocates, and third parties to establish a protective filing date for SSI benefits.

- **Provided additional digital service options to meet the needs of our customers:**

my Social Security is an online portal that offers a broad range of services, including changing an address or direct deposit information, getting personal retirement benefit estimates, and requesting a replacement Social Security number (SSN) card. *my Social Security* is accessible from a computer or mobile device.

In FY 2022, we completed various *my Social Security* enhancements such as modernizing our secure credentials process to improve portal access, enabling online access to the redesigned *Social Security Statement*, and broadening the Internet Social Security Number Replacement Card options to request a replacement card for name change due to marriage in certain States. We deployed an Online Social Security Number Application process that allows U.S. citizens and non-citizens to initiate an application for an SSN card online and identify the evidence needed to obtain an original or replacement SSN card before coming to the local SSA office to complete the application process.



- **Focused on improving the disability claims process and customer experience:**

We expanded our Disability Case Processing System; now all State DDSs operate on the same national system. The system will provide increased efficiencies and improved customer service through business process modernizations.

DDSs across the nation are experiencing high staff attrition and difficulties hiring qualified employees resulting in delays processing disability claims. We acknowledge that it was unacceptable for individuals to wait over six months for an initial decision in FY 2022, and we are committed to reducing wait times for disability decisions. We are collaborating with the DDSs to implement new strategies to address recruitment and retention issues. We are improving training, which will include testing trainees on their comprehension of the training materials, and lessen the demands on the more seasoned staff to support training efforts.



The following dashboard shows our FY 2022 performance measures status, including the Strategic Goal and Objectives:

**STRATEGIC GOAL 1: OPTIMIZE THE EXPERIENCE OF SSA CUSTOMERS
PERFORMANCE AT A GLANCE**

| Strategic Objective | Performance Measure | Performance Status Met/Not Met |
|---|---|--|
| 1.1: Identify and Address Barriers to Accessing Services | 1.1a: Improve equity in our Supplemental Security Income program through increased outreach and improved benefit delivery, including to communities of color and underserved communities (FY 2023 APG) | TBD Results available September 2023 |
| | 1.2a: Redesign SSA's website to enhance the user's online experience |  Not Met Postponed official Website release until December 2022 |
| 1.2: Expand Digital Services | 1.2b: Increase the number of successfully completed online transactions |  Met Completed 375.7 million online transactions |
| | 1.3a: Improve the customer experience by reducing the Average Speed of Answer on the National 800 Number (FY 2023 APG) | TBD Results available September 2023 |
| 1.3: Build a Customer-Focused Organization | 1.3b: Improve the customer experience by reducing the average processing time for initial disability claims and by prioritizing those individuals who have waited the longest for an initial disability determination (FY 2023 APG) | TBD Results available September 2023 |
| | 1.3c: Expand video service delivery |  Not Met On hold due to software implementation restrictions |
| | 1.3d: Provide uninterrupted access to our systems during scheduled times of operations |  Met Provided 99.96% online systems availability |
| | 1.3e: Implement a New Framework for the Acquisition of Electronic Medical Evidence |  Met Onboarded a large medical evidence provider |
| | 1.3f: Improve customer service by reducing the number of actions pending at the processing centers |  Not Met Target of 3.7 million actions was missed by just over 500,000 actions |
| | | |

STRATEGIC GOAL 2: BUILD AN INCLUSIVE, ENGAGED, AND EMPOWERED WORKFORCE

Strategic Objectives

- Promote Diversity, Equity, Inclusion, and Accessibility in Hiring and Advancement
- Support Employees' Chosen Career Paths



Our goal is to ensure our hiring and promotion practices promote equity, as we ensure our workforce delivers customer-focused service to diverse populations and reflects the diversity of the customers they serve. We are aligning our human capital policies and emerging technologies, to attract, train, develop, and retain our workforce.

These are highlights of our progress toward accomplishing our Strategic Goal and Objectives:

- **Developed strategies to enhance our employee engagement and retention practices:**

Our goal is to support our workforce by supporting our employees' chosen career paths, continually offering them tools to do their jobs, and investing in our employee development and training programs.

In FY 2022, we implemented Improve Workplace Morale plans to strengthen employee engagement, improve morale, and increase retention. We reviewed policies and procedures to identify and create our Diversity, Equity, Inclusion, and Accessibility (DEIA) strategy, addressing potential barriers to full employee participation and advancement. We implemented DEIA training for all agency executives, managers, and supervisors. We created videos for our employees to provide insight into understanding unconscious bias and overcoming personal and workplace biases. We completed workshops to support our employees who are Veterans (“Understanding Trauma and Post-Traumatic Stress Disorder” and “Work-Life Services Briefing”).

- **Focused on planning and preparation for improving leadership selection and development process:**

We strive to diversify our leadership ranks and build a representative workforce.

In FY 2022, we developed a comprehensive plan to analyze and mitigate barriers with the application and selection portions of the National Leadership Development Program. We analyzed applicant data to ensure a diverse applicant pool of talented individuals for the Senior Executive Service (SES) Candidate Development Program (CDP). We announced our new SES CDP class to ensure a pipeline of ready successors for critical SES positions.



The following dashboard shows our FY 2022 performance measures status, including the Strategic Goal and Objectives:

**STRATEGIC GOAL 2: BUILD AN INCLUSIVE, ENGAGED, AND EMPOWERED WORKFORCE
PERFORMANCE AT A GLANCE**

| Strategic Objective | Performance Measure | Performance Status Met/Not Met |
|---|--|--|
| 2.1: Promote Diversity, Equity, Inclusion, and Accessibility in Hiring and Advancement | 2.1a: Enhance the leadership pipeline through a modernized national leadership development program |  Met 90% of National Leadership Development Program participants reduced competency gaps |
| | 2.2a: Ensure new supervisors receive timely training to improve their leadership skills and competencies |  Not Met We experienced delays in the availability of training courses |
| 2.2: Support Employees' Chosen Career Paths | 2.2b: Strengthen manager accountability for effective performance management |  Met Tracked 96.3% of performance documents electronically |

STRATEGIC GOAL 3: ENSURE STEWARDSHIP OF SSA PROGRAMS

Strategic Objectives

- Improve the Accuracy and Administration of Our Programs
- Identify and Eliminate Potential Barriers to Access Contracts and Grants
- Improve Organizational Performance and Policy Implementation



[Antifraud facts](#)

Our goal is to ensure stewardship and the efficient administration of our programs by focusing our efforts on three major areas: improving program integrity so we provide accurate information and payments, enhancing our fraud prevention and detection activities, and improving workforce performance and increasing accountability.

The following highlights our progress toward accomplishing our Strategic Goal and Objectives:

- **Focused on improving our payment accuracy and program integrity:**

We are enhancing our use of data analytics, predictive modeling, and technology to better identify suspicious and evolving patterns of concerning activities in our workloads, allowing us to proactively detect and prevent fraud before issuing payments.

In FY 2022, we took several actions to make wage reporting easier for our recipients, which reduces burden and helps prevent recipients from building overpayment debts. We released our first mobile wage reporting application that allows users to upload a photograph of a pay stub rather than manually keying in wage data. We enhanced the accuracy of wage files by increasing real-time error information to the submitter prior to accepting the file. We also improved our ability to get payments to recipients more quickly by launching the Remittance ID Query Lookup tool to retrieve the information necessary to generate coupons and complete remittances. We also completed several fraud risk assessments to ensure the integrity of our programs.

- **Focused on eliminating potential barriers to grant opportunities for Historically Black Colleges and Universities (HBCU) and minority-serving institutions (MSI):**

We evaluated and improved our outreach and engagement efforts and increased equitable access to our research grants and procurement opportunities.

In FY 2022, we funded research projects that involved scholars from HBCUs and MSIs. We partnered with research centers to offer training programs to graduate and undergraduate MSI students. We participated in the 2022 HBCU Week Career and Recruitment Fair to provide information about grant and cooperative agreement opportunities. We participated in cross-agency workgroups to collaborate and share best practices on increasing racial equity in the grant process.

- **Simplified our processes and partnered with other Federal agencies to share data:**

We partnered with other Federal agencies to increase the accuracy of our records, improve the customer experience, and increase organizational effectiveness.

In FY 2022, we collaborated with experts in the Federal government and the private sector to explore best practices for strategic workforce planning. We began the process of providing State death data to the Department of the Treasury in 2023 per the requirements of the *Consolidated Appropriations Act (CAA), 2021*. We implemented sending the Internal Revenue Service data with the SSI Indicator information per Section 283 of the CAA, 2021 for their Private Debt Collection exclusion purposes.



The following dashboard shows our FY 2022 performance measures status, including the Strategic Goal and Objectives:

**STRATEGIC GOAL 3: ENSURE STEWARDSHIP OF SSA PROGRAMS
PERFORMANCE AT A GLANCE**

| Strategic Objective | Performance Measure | Performance Status Met/Not Met |
|--|--|--|
| 3.1: Improve the Accuracy and Administration of Our Programs | 3.1a: Improve the integrity of the Supplemental Security Income program by focusing our efforts on reducing overpayments | TBD Results available summer 2023 |
| | 3.1b: Maintain a high payment accuracy rate by reducing overpayments, in the Old-Age, Survivors, and Disability Insurance program | TBD Results available summer 2023 |
| | 3.1c: Modernize our Debt Management System |  Met Expanded the Social Security Electronic Remittance System |
| | 3.1d: Ensure the quality of our decisions by achieving the State disability determination services net and decisional accuracy rate for initial disability decisions | TBD Results available January 2023 |
| | 3.1e: Mature the Enterprise Fraud Risk Management Program |  Met Completed SSI Fraud Risk Profile, Occupations Risk Profile, and Title II Fraud Assessment |
| | 3.1f: Expand our CDI coverage |  Met CDI coverage expanded to three remaining States |
| | 3.1g: Maintain effective cybersecurity and privacy programs | Results not available Data source became unavailable in the middle of the year without an alternative way to measure |
| 3.2: Identify and Eliminate Potential Barriers to Access Contracts and Grants | 3.2a: Small Business Administration annual scorecard success in contracting with HUBZone, Woman-Owned, Veteran-Owned, and Small Disadvantaged Businesses | TBD Results available summer 2023 |
| 3.3: Improve Organizational Performance and Policy Implementation | 3.3a: Update the Listings of Impairments |  Not Met The digestive and skin disorders final rules were not published in FY 2022 |
| | 3.3b: Reduce our Real Property Footprint |  Met 43,600 usable square foot reduction |



LOOKING FORWARD – FACING OUR CHALLENGES

Social Security programs often affect individuals at several points in their lives, including from birth, to entering the workforce, to facing a disability or loss, and when reaching retirement age. To meet the critical needs of the public, we will enhance our services, advance our policies and business processes, and evolve our technological solutions. More people are embracing the convenience of online services, avoiding wait times in our field offices and allowing us to assist better those who need in-person support.

As we better understand our customers’ experiences, we will design and deliver services that are more user-friendly, easily accessible, and more equitable and effective, especially for those who have been historically underserved. To accomplish this objective, we are investing in technology and business processes to help us provide better service to the public. We are also working to reduce barriers to accessing our programs by identifying and eliminating disparities in service that people with disabilities, workers, and their families may face when doing business with us.

A knowledgeable, dedicated, and talented workforce is essential to administer our complex programs successfully. We are investing in our employees, eliminating barriers to hiring and advancement, and fostering an inclusive workforce. We are strengthening our Federal hiring policies through talent teams, effective assessments, and internship improvements. We will also ensure that our employees are treated equitably and receive support for their chosen career paths by investing in training and development, increased workplace flexibilities, and technology that provide better tools to do our work.

Our employees are the heart of this agency, dedicated to providing equitable and accessible service to nearly every member of the public at some point in their lives. To engage and retain employees, we need to provide them with manageable workloads, modern technology, and the training and development to build a successful career with us. We are striving to replace our employee losses, as well as partner with the State DDSs to replace their losses. We are collaborating with the DDSs to implement new strategies to manage recruitment and retention issues and to increase DDS processing capacity to handle the growing volume of disability claims.

We will prioritize employee and public health and safety with new operating approaches. We are committed to climate adaptation and resilience planning to reduce climate change risks. Our [Climate Action Plan](#) reaffirms our vision to improve our capacity to assess and build resilience to climate change risks. We provide information on Climate-Related Financial Risk in the *Other Reporting Requirements* section.

We are working to better serve millions of people while maintaining strong stewardship and rigorous oversight of the programs we administer. In addition to these operational challenges, we face program challenges, which we discuss in the *Highlights of Financial Position* section and Note 17, Social Insurance Disclosures, in the *Financial Statements and Additional Information* section.



SCAMMERS ARE PRETENDING TO BE GOVERNMENT EMPLOYEES

THE SOCIAL SECURITY ADMINISTRATION WILL NEVER THREATEN,

SCARE, OR PRESSURE YOU TO TAKE AN IMMEDIATE ACTION.

DO NOT BE FOOLED! IF YOU RECEIVE A SUSPICIOUS CALL:

DO NOT give them money or personal information!

Report the scam at oig.ssa.gov!

For more information, visit our Antifraud Facts [website](#).