KEY PERFORMANCE RESULTS

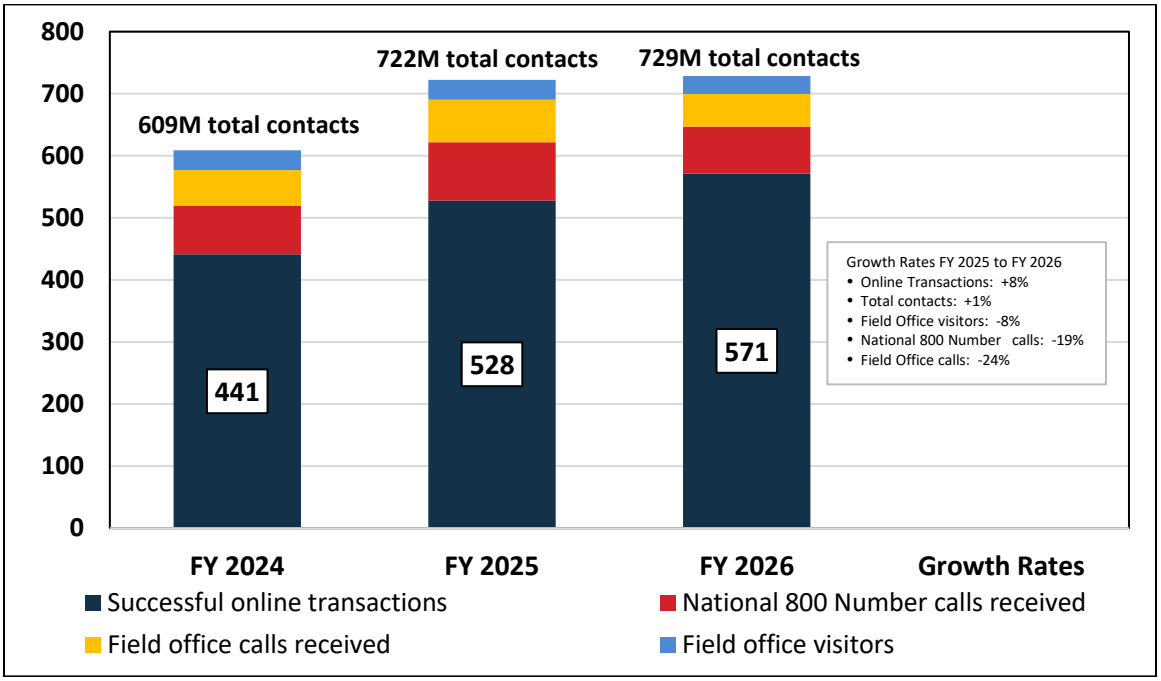
Summary of Fiscal Year 2026 Performance

Strategic Goal 1: Be the Premier Service Provider

Our fiscal year (FY) 2026 progress reflects a decisive shift toward becoming the premier service provider across the Federal government. We balance service and stewardship by meeting customers where they want to be served while balancing evolving customer expectations and the need to deliver consistent, accurate, and timely service. To meet these challenges, we have advanced our digital-first agenda by modernizing service interactions, expanding online capabilities, and improving the speed and reliability of critical customer-facing operations. These improvements reflect our commitment to resolving customer service needs at first contact and meeting customers where they are—whether online, by phone, or in person.

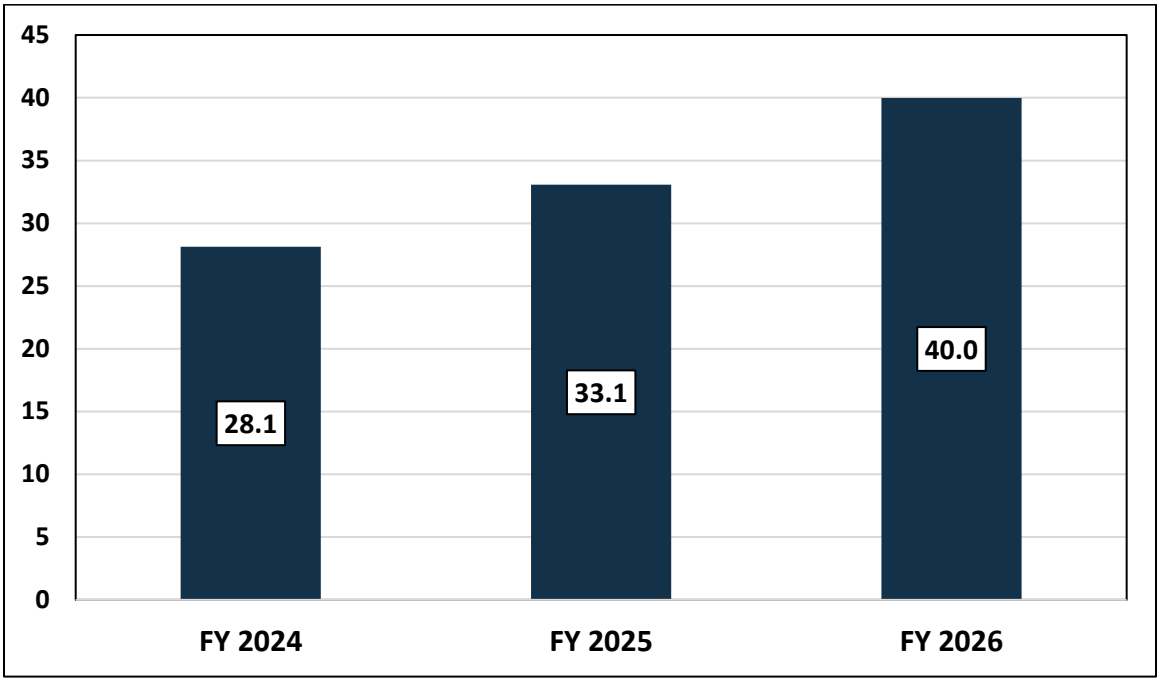
Digital Services: Customer confidence in our online services resulted in substantial increases in completed transactions and improved service efficiency. This resulted in over 571 million online transactions, an 8.2 percent increase from FY 2025.

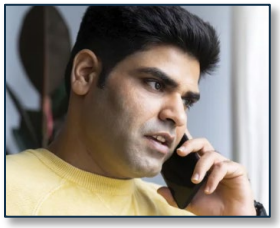
Customer Requests for Service
Customers increasingly prefer to conduct business with SSA digitally
(in Millions)



National 800 Number: Our National 800 Number continued to demonstrate substantial performance improvements through modernization of call-routing technology and expansion of self-service options. Our agents handled 6.9 million more calls this fiscal year, an over 20 percent increase compared to last year, expanding access and delivering more timely service when it matters most.

Calls handled by agents (includes callbacks)
(in Millions)

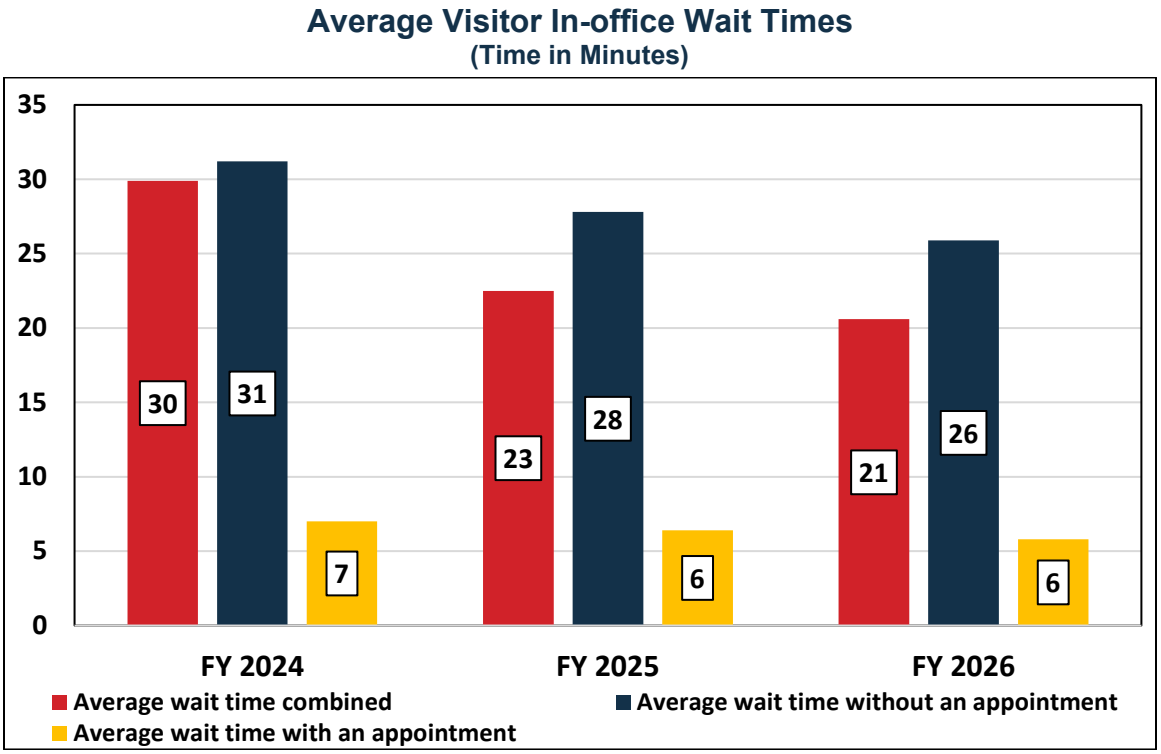




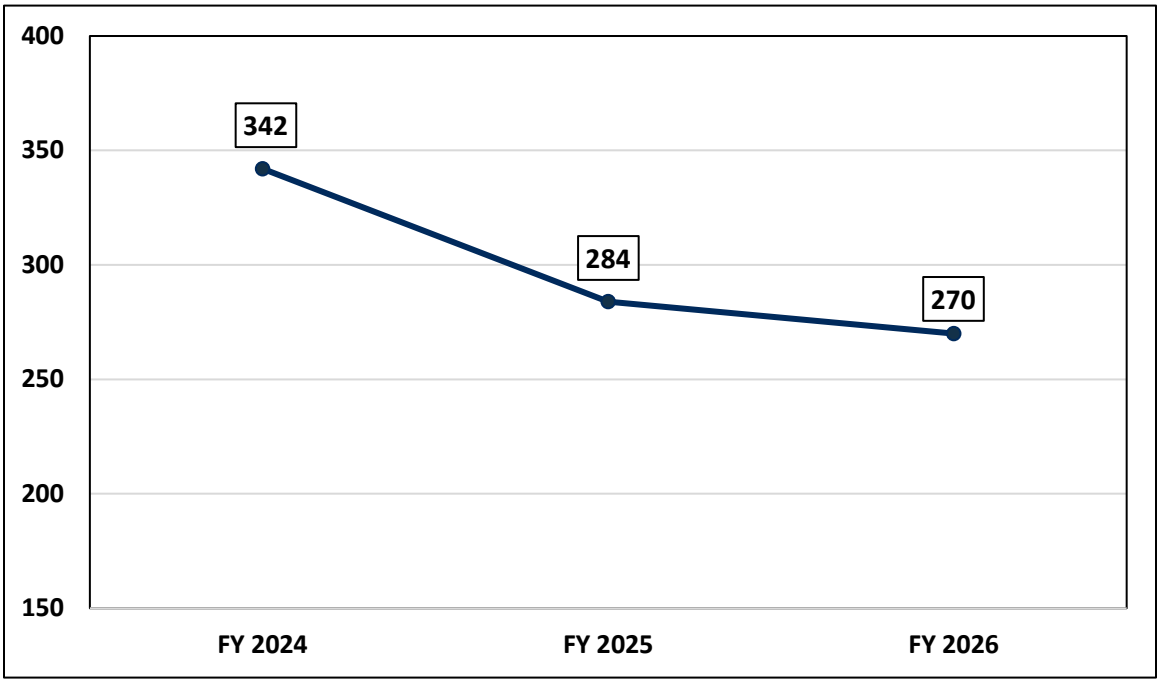
Contact Social Security By Phone

If you have a question, want help finding the information you need, or just can't figure out how to do something online, another way to get in touch with us is by calling our toll-free number at 1-800-772-1213. We provide an automated service option to handle business 24 hours a day, but you can also speak to a Social Security representative between 8:00 am – 7:00 pm Monday through Friday.

Field Offices: Field offices continued to serve as a critical access point for millions of Americans seeking in-person assistance. Despite handling approximately 30 million visitors per year, our offices achieved a substantial improvement in service efficiency by reducing average wait times by 8.4 percent. Our customers with scheduled appointments have an average wait time of just six minutes before being seen. These reflect our agency's improved efficiency in service delivery, ensuring timely access to the support customers need.



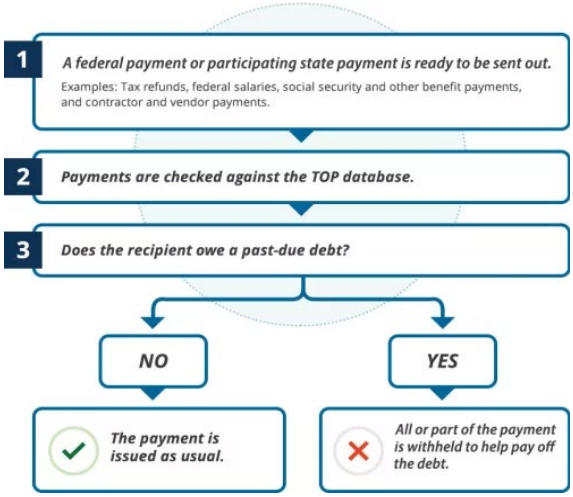
Hearing Offices: Our hearings claimants continue to receive faster service. If they disagree with the reconsideration determination, they may request a hearing before an administrative law judge. One of our key goals is to lower the average processing time for hearings to 270 days. Hearing wait times decreased by nearly 72 days compared to FY 2024, reaching historic lows.



Strategic Goal 2: Preserve and Protect Public Resources

"Better service costs less". Preserving and protecting public resources continues to be priority given the size and complexity of our programs, evolving operational demands, and increasing cybersecurity risks. We will continue to strengthen program integrity and anti-fraud efforts, enhance payment accuracy through data exchanges and automation, reduce costs through strategic procurement practices, and implement modern security safeguards to protect the sensitive information entrusted to the agency.

Fighting Fraud, Waste and Abuse: We reinforced our commitment to financial integrity by implementing stronger controls, improving data accuracy, and recovering delinquent debt. Following the resumption of the Treasury Offset Program (TOP), in FY 2026 we collected nearly $584 million in delinquent programmatic debt.

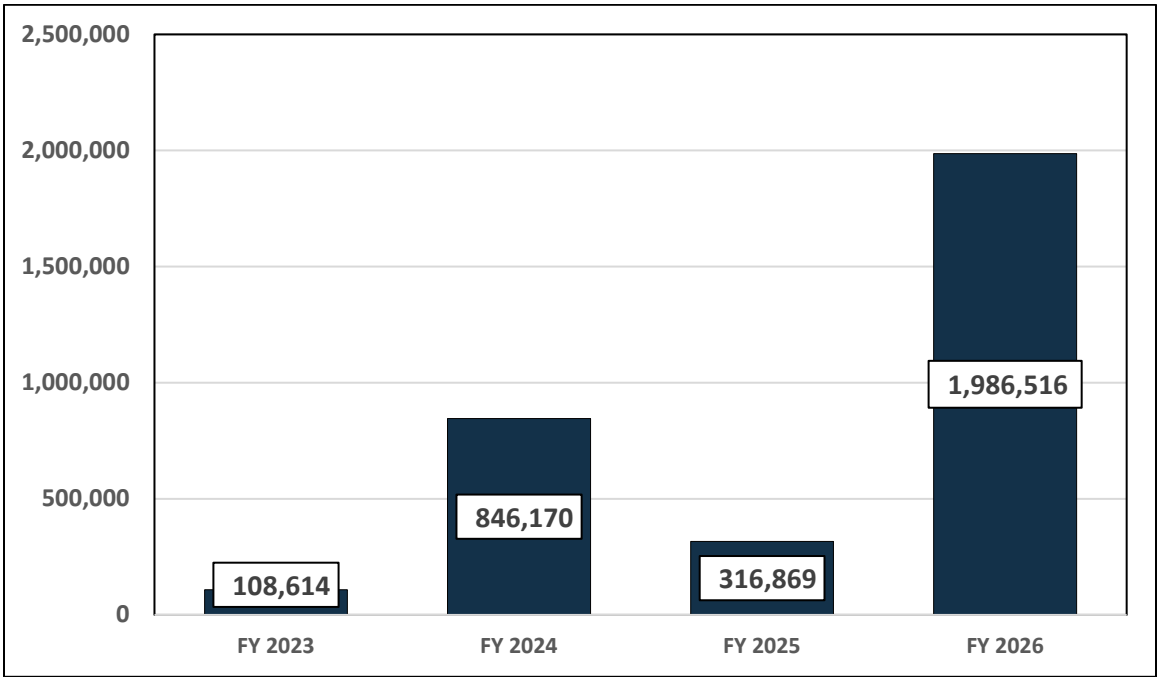


TOP collects delinquent debts that people owe to State and Federal agencies, including delinquent Social Security debts. TOP matches people who owe delinquent debts with money that Federal and participating State agencies are paying (for example, a tax refund). To the extent allowed by law, when a match happens, TOP withholds (offsets) money to pay the delinquent debt.

Office of Management and Budget Circular A-123, Appendix C, *Requirements for Payment Integrity Improvement*, defines "High-Priority" programs as all programs with improper payments resulting in monetary loss that exceed $100,000,000 annually. Our Old-Age and Survivors Insurance, Disability Insurance, and SSI programs meet the definition of High-Priority programs. See the Payment Integrity section of this report or PaymentAccuracy.gov for additional information on our program integrity efforts.

Portfolio Savings from Real Property Capital Management: We continue to align our Real Property Portfolio with our digital-first service model. Our strategy is to reduce space where it makes sense and to improve our *Utilizing Space Efficiently and Improving Technologies Act* utilization rate with a focus on maintaining our nationwide network of public facing offices but adjusting as needed. We have analyzed occupancy trends and space utilization patterns, which has in turn identified opportunities to consolidate underutilized spaces, optimize space allocation, and reduce overall real property costs. This fiscal year, with a focus on non-public facing space, we submitted notices of intent to the General Services Administration to reduce our real property footprint by 1,986,516 usable square feet (USF), surpassing our APR target to reduce our footprint by 1,000,000 USF.

Usable Square Feet Reduction[1]



Note:

1. FYs 2023-2025 represent actual square footage reductions. FY 2026 represents notices of intent submitted to reduce square footage.

Strategic Goal 3: Enhance the Employee Experience and Productivity

To deliver core mission services as our customer base grows, we are transforming the customer and employee experience while empowering our workforce to deliver outstanding service to every American. This transformation requires overcoming challenges associated with aging legacy systems, increasing maintenance demands, rapid technological change, and workforce shifts. Ensuring that technology investments are effectively managed and deliver measurable value is essential to directing resources to the initiatives that best support our mission. Through modernized tools, streamlined workflows, and Super Intelligence (SI) enabled support, our workforce now operates with clearer insight, greater efficiency, and fewer administrative barriers.

Driving Productivity with Technology Initiatives: We deployed the Policy Assistant Tool, introducing a generative SI-driven capability that helps our technicians quickly locate and summarize policies and procedures, improving consistency and reducing time spent navigating complex guidance.

We released an updated Agency Support Companion tool (ASC), version 2.0, a secure generative SI chatbot intended to help employees complete everyday work more efficiently. Similar to ChatGPT, ASC supports content drafting, document and data summarization, research assistance, and code assistance for developers.

Agency Priority Goals

Online Services: Improve customer service by becoming a digital-first organization that makes it easier for more customers to use secure online services. By September 30, 2027, we will increase the total number of *my* Social Security accounts to 110 million.

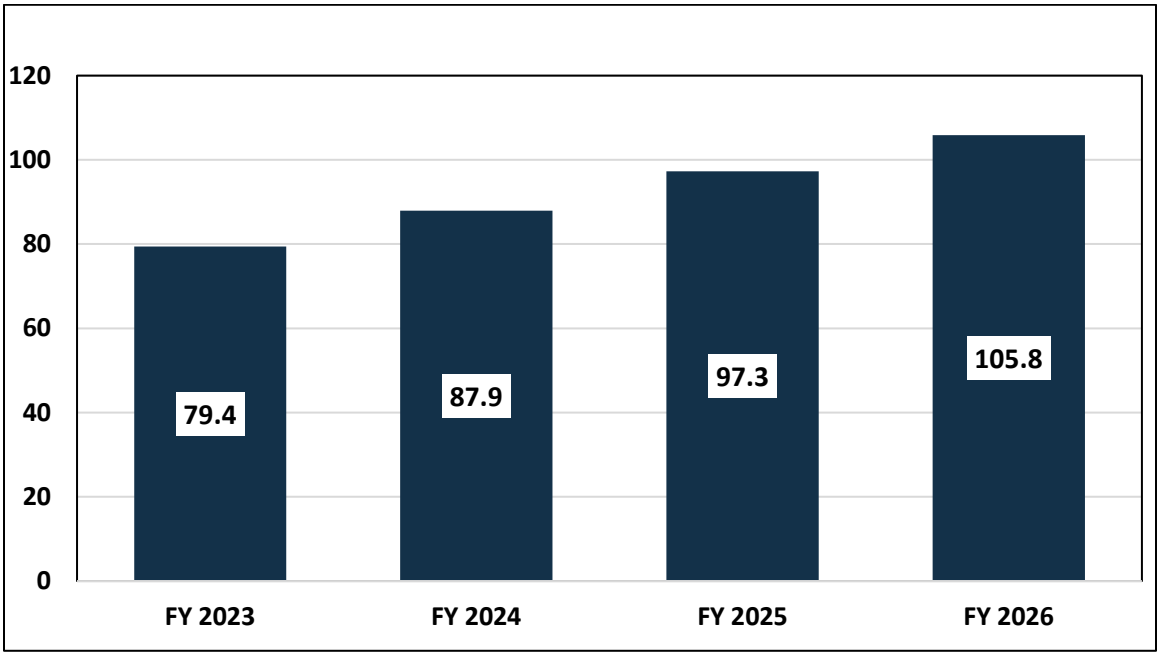
Problem to be solved:

- Currently, a significant portion of Social Security transactions are completed through traditional channels, which can be time-consuming for both customers and agency staff.

Accomplishments in FY 2026:

- More Americans than ever are choosing to engage with us online: more than 105 million people now hold *my* Social Security accounts—the largest digital financial services user base in the nation—and adoption continues to grow.
- Eliminated 29 hours of weekly downtime for *my* Social Security, helping to enable approximately 10.5 million additional logins over the past year.
- Received over 2.3 million electronically submitted documents through the Upload Documents platform, a 360 percent increase from over 505,000 in FY 2025, ensuring customers have an easy and secure way to submit documents.

Total *my* Social Security Accounts
(in Millions)





National 800 Number: Our goal is to improve customer service by reducing the time our customers wait to be served on our National 800 Number. By September 30, 2027, we will achieve an average speed of answer of 3 minutes.

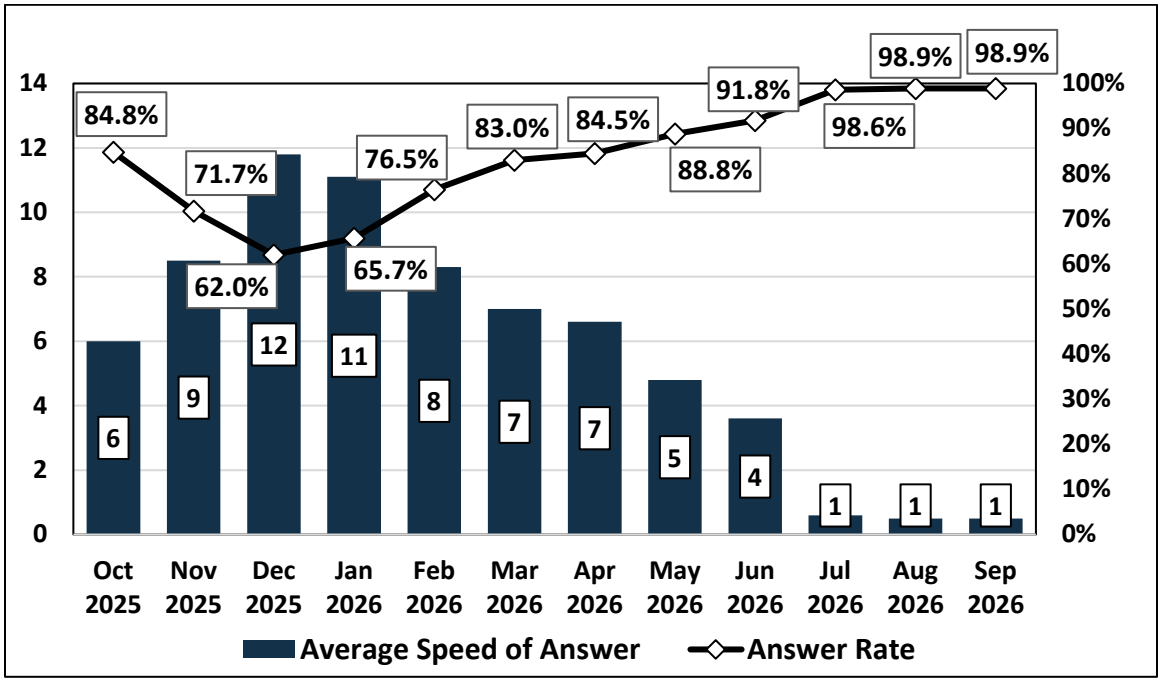
Problems to be solved:

- In recent years, our phone customers have waited too long to speak to an agent.
- Busy signals and dropped calls have degraded the customer experience.
- We have failed to keep pace with call center technology improvements.

Accomplishments in FY 2026:

- Transitioned all SSA offices to one unified telephony platform, including all teleservice centers, field offices and central processing offices, ensuring customers have access to automated telephone service options.
- Lowered the average speed of answer to 5.6 minutes by the end of the fiscal year, an improvement of approximately 63 percent compared to FY 2025 and achieved a busy rate of 0.4 percent for the fiscal year.
- Improved customer access to an agent or automated service options on the National 800 Number by increasing the answer rate to 82.6 percent for FY 2026.

National 800 Number Average Speed of Answer and Answer rate
(Time in Minutes)



Initial Disability Claims: Our goal is to improve customer service by reducing the wait time for an initial disability claim decision. By September 30, 2027, we will achieve an average processing time of 140 days.

Problems to be solved:

- On average, our customers are waiting too long for an initial disability decision — nearly seven months at the beginning of FY 2026.
- In addition, there are too many aged cases pending, with approximately 357,346 initial cases older than 180 days at the beginning of FY 2026.

Accomplishments in FY 2026:

- Prioritized operational enhancements to streamline case management and ensure timely service for all applicants while leveraging technology to enhance service delivery and empower beneficiaries with opportunities for rehabilitation and employment through initiatives like Ticket to Work.
- Decreased the average processing time for initial disability decisions by 35 days in FY 2026, from 226 days at the end of FY 2025.
- Enhanced IMAGEN (Intelligent Medical Language Analysis Generation) system to help disability examiners quickly locate relevant medical findings and clinical content within medical records, streamlining navigation and improving readability. These improvements supported faster case processing and more timely determinations for claimants, delivering meaningful value to the public.

Initial Disability Claims Pending and Average Processing Time

