

Chapter A – Social Security Administration

I. Mission

The Social Security Administration is the Nation's primary income security agency. It administers the Federal retirement, survivors, and disability insurance programs, as well as the Supplemental Security Income (SSI) program for the aged, blind, and disabled, and performs certain functions with respect to the Black Lung Benefits Program. SSA also directs aid to the aged, blind, and disabled in Guam, Puerto Rico, and the Virgin Islands.

II. Organization

The Social Security Administration, under the supervision and direction of the Commissioner of Social Security (the Commissioner), includes:

- A. Deputy Commissioner (AA)
- B. Chief Risk Officer (AB)
- C. Chief Actuary (AC)
- D. Chief Communications Officer (AD)
- E. Chief of Disability Adjudication (AE)
- F. Chief of Field Operations (AG)
- G. Chief of Processing Centers (AH)
- H. Chief of Digital Services (AJ)
- I. Chief Human Capital Officer (AK)
- J. Chief Information Officer (AL)
- K. Chief of Law and Policy (AM)
- L. Chief Financial Officer (AN)
- M. Chief of Security and Resiliency (AP)
- N. Chief of Strategy and Marketing (AQ)

III. Order of Succession

The Social Security Administration performs all functions necessary to accomplish the agency's mission. These are specified in more detail in the sections that follow.

A. Deputy Commissioner

1. In accordance with Section 702(b)(1) and (b)(4) of the Social Security Act (codified at 42 U.S.C. 902), there shall be in the Administration a Deputy Commissioner of

Social Security. The Deputy Commissioner shall be Acting Commissioner during the absence or disability of the Commissioner and, unless the President designates another officer of the Government as Acting Commissioner, in the event of a vacancy in the office of the Commissioner.

2. In the event that both the Commissioner and Deputy Commissioner become unable to perform the functions and duties of the office of the Commissioner, the Order of Succession set forth in the President's Memorandum, dated *December 23, 2016*, entitled "*Providing an Order of Succession Within the Social Security Administration*," shall be followed. The pertinent part of the President's Memorandum provides:

Section 1. Order of Succession

Subject to the provisions of section 2 of this memorandum, and to the limitations set forth in the Act, the following officials of the Social Security Administration, in the order listed, shall act as and perform the functions and duties of the Office of the Commissioner of Social Security (Commissioner), during any period in which both the Commissioner and Deputy Commissioner of Social Security have died, resigned, or become otherwise unable to perform the functions and duties of the Commissioner's office:

- (a)** Chief of Field Operations
- (b)** Chief Financial Officer
- (c)** Chief Information Officer

Section 2. Exceptions

- (a)** No individual who is serving in an office listed in section 1 of this memorandum in an acting capacity, by virtue of so serving, shall act as Commissioner pursuant to this memorandum.
- (b)** No individual listed in section 1 shall act as Commissioner unless that individual is otherwise eligible to so serve under the Act.
- (c)** Notwithstanding the provisions of this memorandum, the President retains discretion, to the extent permitted by law, to depart from this memorandum in designating an Acting Commissioner.

Chapter AA – Commissioner

I. Mission

The Commissioner of Social Security (COSS) is directly responsible for all programs administered by SSA; for State-administered programs directed by SSA; and for certain functions with respect to the Black Lung Benefits Program. The office provides executive leadership to SSA.

II. Organization

The Commissioner's office, under the leadership of the Commissioner of Social Security, includes:

- A. Chief of Staff (AA)
- B. Internal Consulting and Program Management (AAA)
- C. Strategic Sourcing (AAB)

III. Functions

A. Commissioner (AA)

The Commissioner and Deputy Commissioner of Social Security provide executive leadership to SSA and exercise general supervision over its major organizations.

B. Deputy Commissioner of Social Security (AA)

Assists the Commissioner in carrying out his/her responsibilities and performs other duties as the Commissioner may prescribe.

C. Chief of Staff (AA)

The Chief of Staff (COS) provides oversight and direction to the ongoing operation and activities of the Commissioner's office, manages special projects/initiatives involving Agency administrative, policy, or program issues, and represents the interests of the Commissioner to ensure that Agency components are aware of, and held accountable for, priorities, initiatives, and required actions. The COS advises the Commissioner on issues concerning Agency operation, program integration, staffing/personnel matters, organizational effectiveness, and cooperation, and acts as a catalyst and conduit for the exchange of information and direction between the Commissioner, Chiefs, and other executives.

D. Internal Consulting and Program Management (AAA)

Internal Consulting and Program Management (ICPM) provides expert guidance to senior leadership, including the Commissioner, on the reengineering and optimization of large-scale service delivery processes, ensuring alignment with SSA's mission, strategic objectives, and federal regulations. ICPM identifies, prioritizes, and implements high-impact business process improvements and technology solutions that enhance customer experience, increase efficiency, and deliver measurable value to the American public. ICPM also directs agency-wide internal consulting efforts to assess, redesign, and optimize business processes.

E. Strategic Sourcing (AAB)

Strategic Sourcing (SS) leads, plans, and directs the agency's sourcing initiatives for Information Technology (IT) software, hardware, and services, drives innovation in IT procurement, innovation, cost savings, standardization, and compliance with IT policies and federal acquisition, security, and privacy standards.

Chapter AB – Risk & Quality

I. Mission

Risk and Quality (RQ) (AB) focuses on identifying, assessing, and managing risks across the agency; reviewing program quality and effectiveness; making recommendations for program improvement using feedback from adjudication of cases, predictive modeling, and advanced performance and data analytics; coordinating the agency's detection and prevention of fraud and improper payments; leading the agency's enterprise risk management program; completing disability case reviews as part of critical program integrity efforts; providing program expertise to the agency's Cooperative Disability Investigation units; providing enhanced review of audits to improve operational efficiencies; and collaborating with internal stakeholders in responding to general and case-related congressional and public inquiries in a timely manner.

RQ evaluates and reports on the integrity and quality of agency programs; conducts broad-based reviews, studies, and analyses of programmatic operations with emphasis on preventing program and systems abuse, eliminating waste, and increasing efficiency; leads nationwide initiatives to enhance administration of the Supplemental Security Income (SSI) program; and recommends changes in programs, policies, or legislation aimed at quality and productivity improvement and program simplification.

II. Organization

- A. Chief Risk Officer (AB)
- B. Audits, Inquiries, & Risk Analytics (ABA)
- C. Cooperative Disability Investigation Support (ABB)
- D. Disability Case Review (ABC)
- E. Program Integrity, Risk, & Fraud Prevention (ABD)
- F. Disability Quality Review (ABE)
- G. Quality Studies, Analytics, & Strategy (ABF)
- H. Payment Quality Review & Stewardship (ABG)
- I. Supplemental Security Income Improvement (ABH)
- J. Governance & Performance (ABJ)

III. Functions

- A. Chief Risk Officer (AB)**

The Chief Risk Officer (CRO) is the key agency official who provides strategic leadership and national oversight for identifying, assessing, and managing risks across the agency. The CRO leads RQ in combatting fraud, supporting program integrity, ensuring agency processes and products consistently meet standards, and responding to audits and inquiries about SSA programs.

B. Audits, Inquiries, & Risk Analytics (ABA)

Audits, Inquiries, & Risk Analytics (AIRA) provides strategic direction and oversight for agency audit management and liaison activities; agency-wide coordination of general or case-related congressional and public inquiries; and development and implementation of advanced performance management tools and analytics. AIRA ensures effective integration of audit, inquiry, and risk analytics functions and leads RQ's centralized administrative support structure serving employees dispersed nationwide.

C. Cooperative Disability Investigation Support (ABB)

Cooperative Disability Investigation Support (CDIS) provides strategic leadership and oversight for SSA's nationwide Cooperative Disability Investigations (CDI) support activities. CDIS ensures the integrity and effectiveness of SSA's social insurance programs by directing integration of staffing, training, budget, and logistical support for geographically dispersed CDI unit staff in all 50 states.

D. Disability Case Review (ABC)

Disability Case Review (DCR) provides strategic leadership and oversight for SSA's nationwide federal disability determination services processing unit activities. DCR ensures effective processing of disability cases at the initial and reconsideration levels and supports continuing disability reviews essential to program integrity.

E. Program Integrity, Risk, & Fraud Prevention (ABD)

Program Integrity, Risk, & Fraud Prevention (PIRFP) coordinates SSA's anti-fraud, improper payment, and enterprise risk management activities. PIRFP oversees SSA's anti-fraud framework, leads fraud prevention programs, aligns efforts with industry standards,

develops and evaluates improper payment strategies, and coordinates agency-wide enterprise risk management.

F. Disability Quality Review (ABE)

Disability Quality Review (DQR) provides strategic direction and oversight for the agency's inline disability quality reviews under Title II and Title XVI of the Social Security Act. These reviews drive program improvements in the disability determination process; inform strategies to increase decisional accuracy; support recommendations for policy, business process, and information technology improvements that drive efficiency; ensure alignment with agency-wide quality goals; and reduce improper payments.

G. Quality Studies, Analytics, & Strategy (ABF)

Quality Studies, Analytics, & Strategy (QSAS) provides national coordination and oversight for SSA's quality review processes. QSAS promotes the integrity, efficiency, and effectiveness of quality review processes to enhance service delivery and reduce improper payments through product management, data analytics, strategic resource modeling, comprehensive training and outreach, and development of key reports and findings.

H. Payment Quality Review & Stewardship (ABG)

Payment Quality Review & Stewardship (PQRS) provides strategic direction and oversight of the agency's non-medical quality reviews under Title II, Title XVI, and Title XVIII of the Social Security Act. These reviews provide data required for SSA's statutory improper payment reporting each year. PQRS uses actionable data to immediately reduce improper payments, actively participates in agency performance deliberations to improve agency performance, implements ad-hoc research projects oriented around improve the quality of Social Security program decisions, and oversees a national field site organization.

I. Supplemental Security Income Improvement (ABH)

Supplemental Security Income Improvement (SSII) leads nationwide initiatives to enhance administration of the Supplemental Security Income (SSI) program under Title XVI. SSII drives program innovation, operational efficiency, and cost reduction through policy,

technology, and business process improvements to achieve measurable improvements in payment accuracy, service delivery, and resource utilization across the agency.

J. Governance & Performance (ABJ)

Governance & Performance (GP) centralizes core data analytics and implements advanced performance management tools across eight R&Q departments. GP provides data reporting and analysis; designs executive-level management information and dashboards for tracking productivity; produces management information to identify trends and risks; governs high-dollar overpayment waiver reviews; conducts advanced modeling to inform resource allocation; and coordinates sampling and workload allocation to meet organizational performance targets.

Chapter AC – Actuarial Services

I. Mission

Actuarial Services (AS) (AC) plans and directs a program of actuarial estimates and analyses pertaining to the SSA-administered retirement, survivors, and disability insurance programs and Supplemental Security Income program, and to projected changes in these programs. AS evaluates operations of the Federal Old-Age and Survivors Insurance Trust Fund and the Federal Disability Insurance Trust Fund; estimates future operations of the trust funds; conducts studies of program financing; performs actuarial and demographic research on social insurance and related program issues; and estimates future workloads. AS provides technical and consultative services to the Commissioner, the Board of Trustees of the two trust funds, and, as requested, congressional committees, and appears before congressional committees to provide expert testimony on the actuarial aspects of Social Security issues.

II. Organization

- A. Chief Actuary (AC)
- B. Actuarial Operations (ACA)
- C. Demography and Beneficiaries (ACB)
- D. Near-Term and Alternative Models (ACC)
- E. Revenue and Economic Analysis (ACD)
- F. Special Benefit Estimates and Data Services (ACE)
- G. Supplemental Security Income Estimates (ACF)
- H. Trust Fund and Proposal Estimates (ACG)

III. Functions

A. Chief Actuary (AC)

The Chief Actuary is directly responsible to the Commissioner for carrying out AS's mission and providing supervision to the major components of AS.

B. Actuarial Operations (ACA)

Actuarial Operations (AO) communicates with internal and external partners; coordinates production of the annual Trustees Report, SSI Report, actuarial notes, and actuarial

studies; oversees AS's website design, updates, and maintenance; coordinates releases of information to the internet; and manages controls, audits, emails from the public, and AS's budget.

C. Demography and Beneficiaries (ACB)

Demography and Beneficiaries (DB) develops and recommends 75-year demographic and disability assumptions for the Trustees Report, including assumptions on fertility, mortality, immigration, and disability incidence. DB oversees 75-year projections of the Social Security area population; projections of fully and disability-insured workers; and projections of retired, disability, and survivor beneficiaries. DB also oversees public-facing databases of death probabilities, life tables (including life expectancy), and Social Security area population projections.

D. Near-Term and Alternative Models (ACC)

Near-Term and Alternative Models (NTAM) oversees 10-year OASDI estimates under current law for the Trustees Report and President's Budget; estimates of fully and disability-insured workers; disability and survivor beneficiaries; benefit payments; income taxation of benefits; trust fund and actuarial status; and modeling efforts for deterministic, stochastic, and microsimulation modeling. NTAM maintains and updates AS's Social Security benefit calculators.

E. Revenue and Economic Analysis (ACD)

Revenue and Economic Analysis (REA) develops and recommends 75-year economic assumptions for the Trustees Report, including assumptions for productivity, price inflation, growth in covered wages, unemployment rate, and real interest rates. REA provides 75-year projections of the U.S. labor force, Gross Domestic Product (GDP), wages and self-employment income, covered workers, covered and taxable earnings, and effective taxable payroll. REA determines payroll tax revenue transferred from Treasury to the trust funds and ongoing adjustments; determines the Average Wage Index (AWI) used for OASDI benefit calculations and the maximum taxable earnings amount; and provides 10-year economic projections for the President's Budget.

F. Special Benefit Estimates and Data Services (ACE)

Special Benefit Estimates and Data Services (SBEDS) oversees 10-year OASDI estimates for legislative, regulatory, and policy proposals; OASDI benefit application projects estimates of initial DDS disability receipts; monthly trust fund accounting; and public-facing databases of beneficiaries and benefits. SBEDS oversees COLA computation and release (including other program parameters); provides legislatively mandated reports on SSA's program integrity efforts (including ROI computations); and manages the Railroad Retirement Board's financial interchange.

G. Supplemental Security Income Estimates (ACF)

Supplemental Security Income Estimates (SSIE) oversees 25-year SSI estimates under current law for the SSI Annual Report and the President's Budget. SSIE prepares estimates of SSI applications, awards, terminations, recipients, average payments, and total payments; prepares legislatively mandated reports on SSA's program integrity efforts (including ROI computations); and prepares 10-year SSI estimates for legislative, regulatory, and policy proposals. SSIE also coordinates SSI Annual Report production across the entire agency.

H. Trust Fund and Proposal Estimates (ACG)

Trust Fund and Proposal Estimates (TFPE) oversees 75-year projections of OASDI under current law for the Trustees Report; 75-year estimates of payroll taxes, income taxation of benefits, administrative expenses, interest income, railroad interchange, and total benefits; and 75-year comprehensive estimates of legislative proposals from Congress and other policymakers, many of which address solvency of the OASDI trust funds. TFPE produces and maintains a public website of over 140 provisions to modify the Social Security system across nine broad categories.

Chapter AD – Communications

I. Mission

Communications (COMMs) (AD) is the SSA component responsible for the conduct of the agency's national public information/public affairs (PI/PA) programs. COMMs provides guidance and direction from a PI/PA standpoint to the development of agency policies and decisions and assesses their potential impact on the public and SSA employees. COMMs creates, develops, facilitates, implements, oversees, and evaluates all SSA communications and PI/PA activities, both internal and external. It cultivates and maintains effective working relationships with a wide range of national organizations, advocacy groups, federal agencies, State and local governments, and the White House.

COMMs promotes full and open participation in the communications process between and among the public and SSA employees at all levels. COMMs coordinates non-English communications activities within SSA. Additionally, COMMs maintains an evaluation program that measures efforts to meet the communications needs of the public and SSA employees; produces PI/PA material providing SSA's audiences with timely information about Social Security programs, protections, rights, responsibilities, and related issues; utilizes state-of-the-art media, methods, and technology in product development and dissemination; and fully supports headquarters and field employees involved in SSA PI/PA activities nationwide.

II. Organization

- A. Communications (AD)
- B. Press Office (ADA)
- C. Operations (ADB)
- D. Strategic and Digital Communications (ADC)
- E. Production (ADD)
- F. External Relations (ADE)

III. Functions

A. Chief Communications Officer (AD)

The Chief Communications Officer, a direct report to the Commissioner, is responsible for carrying out COMMs' mission and providing managerial direction to the major components of the organization.

B. Press Office (ADA)

The Press Office ensures unified, consistent messaging to SSA's audiences. Activities include responding to media inquiries relating to Social Security, Supplemental Security Income programs, and agency policies and practices; preparing media materials such as press releases and talking points; arranging press conferences for the National Press Corps.; and providing operational oversight for Regional Communications Directors and national and local public communications.

C. Operations (ADB)

Operations provides the Chief Communications Officer with operations, staff, and administrative assistance across the organization's responsibilities.

D. Strategic and Digital Communications (ADC)

Strategic and Digital Communications directs SSA's information, outreach, and communications technology activities to ensure public understanding of SSA programs and services. Strategic and Digital Communications provides direct and indirect support using state-of-the-art media, methods and technologies; prepares and disseminates a wide variety of internal and external public materials such as publications, webinars, and social media products, and other materials; evaluates quality of information materials used internal and external to SSA for a uniform high-quality product; assists with design, development and delivery of PI/PA materials; and manages content for SSA's Internet and Intranet.

Strategic and Digital Communications leads national communication frameworks across headquarters, regional, and local PI/PA processes; manages SSA's marketing activities; evaluates results of PI/PA materials; develops and assesses communications strategies; ensures adherence to policy and standards; provides guidance to SSA components regarding regional and local PI/PA activities; identifies information of greatest public utility and makes it available in accessible formats; coordinates national social media programs; collects and analyzes data to evaluate outreach impact; directs SSA Internet and Intranet content management; and promotes exchange of ideas and feedback among SSA employees and stakeholder groups.

E. Production (ADD)

Production provides ongoing technical advice and support to SSA components on a full range of PI/PA issues; prepares and disseminates a wide variety of internal and external public materials such as publications, videos and other materials; directs design, development, production, and distribution of graphics, signage, video, photography, and print materials internal and external to SSA; develops strategies addressing PI/PA issues; and procures materials for non-English, deaf, hard-of-hearing, blind, and low-vision audiences. Production also leads translation, production, and dissemination of public information materials for limited English proficiency populations and provides captioning and audio publication services.

F. External Relations (ADE)

External Relations implements PI/PA programs designed to develop, enhance, and preserve good working relationships with the public and a wide variety of national, state, and local organizations, advocacy groups, stakeholder groups, and governmental organizations with interest in SSA programs. Responsibilities include planning, directing and implementing programs to promote understanding, cooperation, acceptance, and dissemination of SSA program and policy information; engaging national groups and organizations through national partnerships, advocate meetings, and conferences; and coordinating external stakeholder communications.

Chapter AE – Disability Adjudication

I. Mission

Disability Adjudication (DA) (AE) administers SSA's nationwide disability adjudication and appeals programs. DA provides mechanisms through which individuals and organizations dissatisfied with determinations affecting their rights to, or amounts of, benefits under the Social Security Act may appeal those determinations. DA integrates the full spectrum of disability case processing, hearings, appeals, and program administration, ensuring impartial, timely, and accurate adjudication of disability claims.

DA supports SSA's mission by overseeing the delivery of high-quality, efficient, and consistent disability services from initial determination through all levels of administrative review. DA provides national leadership, policy, training, and operational support for disability adjudication functions.

II. Organization

- A. Disability Adjudication (AE)
- B. Service Delivery and Accountability (AEA)
- C. DDS Portfolio A (AEB)
DDS Portfolio B (AEC)
DDS Portfolio C (AED)
- D. Chief Judge (AEE)
- E. Hearings Hub A (AEF)
Hearings Hub B (AEG)
Hearings Hub C (AEH)
Hearings Hub D (AEJ)
Hearings Hub E (AEK)
- F. Appeals Request for Review (AEL)
- G. Appeals Civil Actions (AEM)

III. Functions

A. Disability Adjudication (AE)

The Chief of Disability Adjudication provides national leadership, comprehensive oversight, and strategic guidance for all disability adjudication processes administered by SSA. The

component ensures disability determinations are timely, consistent, and aligned with statutory and regulatory requirements.

The Chief directs enterprise-wide coordination between DDS operations, hearings offices, and appeals functions; manages performance expectations; leads national quality initiatives; and provides policy direction throughout the adjudication lifecycle. The Chief also integrates emerging technologies, analytical capabilities, and workforce strategies to advance the quality and reliability of disability decisions nationwide.

B. Service Delivery and Accountability (AEA)

Service Delivery and Accountability (SDA) provides enterprise operational alignment that strengthens performance and integrity of Disability Adjudication. SDA oversees critical administrative services including DDS budget formulation and execution, workload modeling, workforce accountability programs, and integration of digital platforms supporting disability case processing.

SDA monitors national workload trends, evaluates risk, and provides strategic recommendations to enhance consistency, productivity, and customer service across adjudication operations. SDA also ensures training programs, professional standards, and governance structures reinforce national adjudication policy and operational excellence.

C. DDS Portfolios (AEB, AEC, AED)

DDS Portfolios provide operational oversight ensuring each State Disability Determination Service carries out its responsibilities according to national standards. Each portfolio delivers guidance, operational monitoring, performance analytics, and compliance evaluation to strengthen the timeliness and accuracy of disability decisions.

Portfolios coordinate with the Chief and SDA to interpret policy, support technical training, identify emerging issues, and advance quality initiatives. They maintain adjudication integrity by fostering consistency across states and addressing performance concerns proactively.

D. Chief Judge (AEE)

The Chief Judge provides authoritative leadership for hearings operations across SSA, ensuring impartial, timely, and policy-consistent adjudication of disability claims. The

Chief Judge establishes ALJ professional standards, oversees accountability structures, supervises senior ALJ leadership roles, and directs training programs to strengthen adjudicatory quality.

The Chief Judge guides resolution of complex legal and policy issues in hearings, manages resource distribution among hearing offices, and ensures adherence to national procedures. This leadership maintains fairness, operational discipline, and judicial professionalism across SSA's hearings processes.

E. Hearings Hubs (AEF, AEG, AEH, AEJ, AEK)

Hearings Hubs provide organized leadership that strengthen SSA's hearing operations by managing workloads, personnel, and performance expectations for groups of hearing offices. Each hub ensures effective implementation of national hearings policy, monitors case processing quality and timeliness of case processing, and coordinates operational solutions for challenges affecting adjudication.

Hubs support ALJ resource alignment, oversee compliance with national standards, manage court remands and complex hearing case issues, and maintain national consistency and operational stability through continuous oversight and engagement with local offices.

F. Appeals Request for Review (AEL)

Appeals Request for Review administers SSA's final administrative appeal by evaluating ALJ decisions for accuracy, legal sufficiency, and policy compliance. The component identifies significant policy or legal issues, develops binding decisional guidance, reviews claimant inquiries, and manages congressional correspondence.

Appeals Request for Review monitors case law developments, provides analytical guidance to adjudicators nationwide, and ensures consistent and accurate higher-level adjudication outcomes.

G. Appeals Civil Actions (AEM)

Appeals Civil Actions prepares certified administrative records for federal court litigation and processes court remands related to disability cases. Civil Actions ensures all records submitted to federal courts are complete, accurate, and meet judicial requirements.

While litigation authority rests with SSA's legal components, Civil Actions provides program expertise, record preparation, and evaluative functions supporting SSA's legal defense efforts. The component manages court-ordered actions and coordinates with other SSA organizations to support adjudicatory integrity, legal accuracy, and timely responsiveness.

Chapter AG – Field Operations

I. Mission

Field Operations (FO) (AG) manages all in-person service operations within SSA that support claims intake, enumeration, payee services, identity verification, and other services involving face-to-face interactions. FO ensures compliance with all regulatory requirements and agency standards and safeguards customer privacy and data security across FO customer service channels.

II. Organization

- A. Chief of Field Operations (AG)
- B. Administrative Support (AG-1)
- C. Direct Services
 - Northeast (AGA)
 - Southeast (AGB)
 - Midwest-West (AGC)
 - Southwest (AGD)
- D. Field Office Performance (AGE)
- E. Field Innovation (AGF)
- F. Training and Change Management (AGG)

III. Functions

A. Chief of Field Operations (AG)

The Chief of Field Operations oversees all SSA in-person service operations, including domestic frontline offices, Integrated National Workload Services, and International Services. The Chief ensures consistent, high-quality customer service across face-to-face interactions, optimizes resource allocation based on customer demand, and strengthens operational efficiencies.

B. Administrative Support (AG-1)

Administrative Support manages human capital resources, communications, records, travel coordination, and human resources directives for the assigned Chief. It serves as the

central point of contact for information requests and coordinates administrative support to ensure organizational efficiency.

C. Direct Services (DS)

Direct Services leads SSA field operations through a network of field offices across major geographic segments of the United States. DS ensures consistent interpretation and implementation of SSA policies and processes to administer Retirement, Survivors, Disability, Health Insurance, and Supplemental Security Income programs.

Northeast (AGA) oversees service delivery in Connecticut, Delaware, Maine, New Hampshire, Vermont, Maryland, Massachusetts, New York, New Jersey, Pennsylvania, Puerto Rico, Rhode Island, Virginia, West Virginia, Washington DC, and the U.S. Virgin Islands.

Southeast (AGB) oversees service delivery in Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee.

Midwest-West (AGC) oversees service delivery in Alaska, Colorado, Idaho, Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Montana, Nebraska, North Dakota, Ohio, Oregon, South Dakota, Utah, Wyoming, Wisconsin, and Washington.

Southwest (AGD) oversees service delivery in American Samoa, Arizona, Arkansas, California, the Commonwealth of the Northern Mariana Islands, Guam, Hawaii, Louisiana, Nevada, New Mexico, Oklahoma, and Texas.

D. Field Office Performance (AGE)

Field Office Performance (FP) leads analysis, integration, continuous improvement, and modernization of SSA's field operations. FP drives operational excellence for nationwide service delivery and enhances customer service through innovation, data-driven decision-making, and program integration.

E. Field Innovation (AGF)

Field Innovation (FI) directs the modernization and transformation of service delivery across all field offices. FI integrates new technology into critical workloads and incorporates automation to improve processes, leads enterprise-wide initiatives to

strengthen operational efficiency, and modernizes business processes to support SSA's major program areas.

F. Training and Change Management (AGG)

Training and Change Management (TCM) oversees development, delivery, and modernization of training for employees across Field Operations, Digital Services, and Central Processing. TCM strengthens performance by guiding SSA's training framework and proficiency processes.

TCM also applies change-management practices to support implementation of new policies, processes, and technologies across SSA.

Chapter AH – Central Processing

I. Mission

Central Processing (CP) (AH) manages complex claims, post-entitlement actions, and casework that cannot be fully processed by SSA systems. CP supports agency operations through standardized processing and oversight; overpayment processing and recovery; and maintaining the accuracy of Social Security earnings records.

II. Organization

- A. Chief of Central Processing (AH)
- B. Administrative Support (AH-1)
- C. Product (AHA)
- D. Quality, Training, Audits, and Performance (AHB)
- E. International Operations (AHC)
- F. Disability Operations (AHD)
- G. Workload Support (AHE)
- H. Earnings Operations (AHF)
- I. Processing Center Portfolios (PCP) 1–3
 - PCP1 (AHG)
 - PCP2 (AHH)
 - PCP3 (AHJ)

III. Functions

A. Chief of Central Processing (AH)

The Chief of Central Processing provides national oversight for Processing Center Portfolios (PCP), Disability, International, Earnings, and Workload Support operations. The Chief collaborates with Field Operations and Digital Services to ensure alignment with agency objectives.

The Chief guides development and implementation of standardized policies, procedures, and quality-assurance measures, and ensures compliance with regulatory requirements, agency standards, and data security protocols.

B. Administrative Support (AH-1)

Administrative Support manages human capital resources, communications, records, travel coordination, and human resources directives. It serves as the central point of contact for information requests and coordinates administrative support to maintain organizational efficiency.

C. Product (AHA)

Product improves and automates business processes and provides management direction, coordination, and support for records related to SSA programs.

D. Quality, Training, Audits, and Performance (AHB)

Quality, Training, Audits, and Performance (QTAP) develops and delivers plans to improve performance, quality, and accuracy across Central Processing operations. QTAP provides training, ensures completion of audits, and revises workload processes to prevent waste, fraud, and abuse.

E. International Operations (AHC)

International Operations (IO) oversees foreign claims operations. IO directs processing of foreign claims, manages Social Security services for customers living outside the United States, directs Federal Benefits Unit employees, and ensures compliance with international program rules.

F. Disability Operations (AHD)

Disability Operations (DO) guides programs and activities relating to disability claims for wage earners under age 54 residing in the United States. DO develops, implements, and improves policies, programs, and procedures for disability claims processes.

G. Workload Support (AHE)

Workload Support (WS) processes internet claims for Retirement, Survivors, Disability Insurance (RSDI), and Supplemental Security Income (SSI). WS supports field offices with claims taking and staffs the Immediate Claims Taking Unit (ICTU) line on the National 800 Number.

H. Earnings Operations (AHF)

Earnings Operations (EO) maintains earnings records for all workers covered by Social Security. EO oversees wage data and W-2 reconciliation processes; manages paper and electronic workloads; and assists employers through the National Employer 800 Number.

I. Processing Center Portfolios (PCP) 1–3

Processing Center Portfolios (PCP1, PCP2, and PCP3) process Social Security retirement and survivors' benefits, including complex adjudication, post-entitlement actions, payment corrections, record maintenance, and inquiries. Each portfolio also specializes in specific services:

- **PCP1 (AHG)** processes nationwide remittance processing services, Libby court cases, and credit bureau disputes.
- **PCP2 (AHH)** processes post-entitlement actions for Northern Mariana Islands Social Security System beneficiaries.
- **PCP3 (AHJ)** processes Social Security disability insurance claims involving the Railroad Retirement Board.

Chapter AJ – Digital Services

I. Mission

Digital Services (DS) (AJ) oversees the design, implementation, and continuous improvement of service delivery across all digital and phone service platforms within SSA. DS integrates online, video, chat, text messaging, mobile, and telephone channels to deliver accessible, efficient, and high-quality service. DS unifies diverse communication methods that function as primary channels through which millions of Americans access vital SSA services and information.

DS enhances operational efficiency by increasing first-contact resolution rates and reducing customer burden, such as the need for in-person visits to local offices.

II. Organization

- A. Chief of Digital Services (AJ)
- B. Administrative Support (AJ-1)
- C. Digital Expansion (AJA)
- D. Digital Engagement (AJB)
- E. Digital Solutions (AJC)
- F. Phone Operations (AJD)

III. Functions

A. Chief of Digital Services (AJ)

The Chief of Digital Services leads innovations supporting digital services through strategic expansion and integration of online, mobile, and phone service operations. The Chief continuously improves service delivery and efficiency by leveraging new technologies and human capital strategies, and enhances customer satisfaction by improving usability and accessibility across digital platforms.

B. Administrative Support (AJ-1)

Administrative Support manages human capital resources, communications, records, travel coordination, and human resources directives for the Chief of Digital Services. It serves as the central point of contact for information requests and ensures organizational efficiency through coordinated administrative support.

C. Digital Expansion (AJA)

Digital Expansion leads strategic digital growth initiatives with a targeted emphasis on customer relationship management and improving digital online services. Digital expansion modernizes and expands secure digital services to meet evolving public needs; drives continuous improvement of SSA's online self-service portal, my Social Security; and increases digital service options to reduce reliance on phone and field office channels.

D. Digital Engagement (AJB)

Digital Engagement drives enhancement and use of SSA's digital services, optimizing platforms and engagement strategies to deliver streamlined, personalized customer experiences. Engagement leads design and implementation of user-centric digital platforms aligned with agency goals and experience standards and directs strategies to acquire, engage, and retain digital users.

E. Digital Solutions (AJC)

Digital Solutions implements digital transformation strategies to continuously improve and modernize digital service delivery across SSA's website, mobile applications, and National 800 Number (N8NN) services. It identifies, tests, conducts studies, and scales digital solutions; supports adoption of emerging technologies; and delivers innovative practices to improve performance.

Digital Solutions ensures all digital channels deliver high-impact solutions that meet customer needs and support the agency's mission. It also ensures that all digital activities comply with federal standards for security, privacy, and accessibility.

Digital Solutions oversees budget execution and resource allocations for the organization and is responsible for identifying, developing, and governing digital service delivery data to support unified, secure, and efficient enterprise-wide operations.

F. Phone Operations (AJD)

Phone Operations serves as the enterprise lead for SSA phone service, including oversight of the N8NN and Teleservice Center (TSC) operations. Phone Operations provides strategic direction for phone service delivery, leads development and implementation of operational

strategies, digital innovations, technology enhancements, and performance management approaches that improve efficiency, reliability, and customer experience.

Phone Operations uses data, analytics, and forecasting to evaluate performance, identify opportunities for improvement, and support informed decision-making and coordinates across agency components and partners to optimize resources, maintain operational stability, and ensure effective and consistent national phone service.

Chapter AK – Human Resources

I. Mission

Human Resources (HR) (AK) maximizes organizational outcomes by strategically integrating effective human capital processes, programs, and practices into SSA's daily operations. HR accomplishes this by providing products and services that effectively support day-to-day human capital management needs, including compensation and benefits support, leadership and development training, performance management advice and guidance, national recruitment and workforce services, expert policy advice and direction, staffing, reasonable accommodation, etc.

II. Organization

- A. Human Resources (AK)
- B. Administrative Support (AK-1)
- C. Compensation and Benefits (AKB)
- D. Leadership and Development (AKC)
- E. Human Resources Policy (AKD)
- F. Human Capital Management Systems (AKE)
- G. Business Partners (AKF, AKG, AKH, AKJ, AKK, AKL)
- H. Staffing Unit 1 (AKM) and Staffing Unit 2 (AKN)
- I. National Recruitment and Workforce Services (AKP)
- J. Reasonable Accommodation (AKQ)

III. Functions

A. Human Resources (AK)

Human Resources is managed by the Chief Human Capital Officer (CHCO) and is directly responsible to the Commissioner for carrying out the full range of HR functions of the agency. The CHCO provides executive leadership and develops, implements, and maintains fully integrated and coordinated personnel policies and procedures responsive to SSA's needs and manages personnel programs that include: personnel policy and research, recruitment and job placement, employee recognition programs, management of personnel data, position classification and organizational management, employee counseling services, performance management, reasonable and religious accommodation programs, employee pay and benefits including health benefits, transit subsidy, workers'

compensation, and retirement, employee assistance services including counseling, and wellness and work-life services.

B. Administrative Support (AK-1)

Administrative Support provides direct staff-level support to the CHCO, managing the issuance, tracking, and completion of formal HR controls and assignments needed to accomplish its mission. Administrative Support provides day-to-day meeting support and coordination for the Chief, prepares executive talking points and deliverables, and completes budget-related assignments on behalf of the organization.

C. Compensation and Benefits (AKB)

Compensation and Benefits manages personnel programs including position classification, organization design, and employee pay and benefits programs to include: Retirement Systems, Thrift Savings Plan, Federal Employees' Health Benefit Plans, Federal Employees' Group Life Insurance, Flexible Spending Accounts, Workers' Compensation, and Long-Term Care. Compensation and Benefits administers all SSA policies and activities relating to the SSA's executive-level personnel management program, including SES and SL/ST employees and their performance management systems, and other special and unique categories of employment. Compensation and Benefits recruits for SES and SL/ST positions in accordance with OPM regulations and provides administrative support for the systematic management of SSA's executive and professional workforce.

D. Leadership and Development (AKC)

Leadership and Development manages talent development services supporting and sustaining SSA's high-performing workforce, including administration of the agency's national leadership development programs. Leadership and Development also identifies, designs, delivers, and evaluates workforce development solutions; analyzes workforce data and training outcomes; assesses organizational learning needs; develops adult-learning and competency-based curricula; and establishes talent management tools and workforce development governance processes focused on SSA's mission achievement and customer service needs.

E. Human Resources Policy (AKD)

Human Resources Policy guides the formulation and issuance of SSA personnel policies and directives and provides guidance on staffing, employment, performance management and awards, pay and compensation, personnel information, disclosure, and personnel delegations. Human Resources Policy ensures personnel policy alignment with governing laws, regulations, and federal policies and directs the development and maintenance of the SSA personnel manual system and reviews all associated issuances. Human Resources Policy also develops and implements SSA employee incentive and honor awards programs, administers SSA's performance management systems, and plans and directs ongoing development, analysis, and evaluation of SSA's personnel recordkeeping systems, e7B.

F. Human Capital Management Systems (AKE)

Human Capital Management Systems designs, develops, manages, supports, plans and executes major aspects of systems planning and operations for HR and serves as point of contact for equipment, software, and operational problems and needs. Human Capital Management Systems also develops and provides guidance to SSA managers, timekeepers, and employees on payroll and time and attendance processes, manages the bi-weekly collection and processing of time and attendance data for all SSA employees, coordinates with SSA's payroll provider on all payroll related operational, budget, and developmental matters, and serves as liaison with OPM, SSA's payroll provider, and other Federal agencies and monitoring authorities.

G. Business Partners (AKF, AKG, AKH, AKJ, AKK, AKL)

Business Partners and their teams serve as a strategic partner to one or more designated Chief-level organizations within SSA. HR Business Partners (HRBPs) ensure effective integration of human capital strategies with agency and component priorities and provide expert HR guidance and support in workforce planning, organizational design, talent acquisition and management, and change management. While aligned with a specific business function, HRBPs operate within SSA's enterprise-wide human capital framework and collaborate with centralized HR offices and other business partners to promote consistent, compliant, and effective human capital management practices agency-wide, grounded in federal HR law, OPM regulations, and SSA policy.

H. Staffing Unit 1 (AKM) and Staffing Unit 2 (AKN)

Staffing Units 1 and 2 provide full personnel action-based services and support to SSA's workforce. They exercise appointing authorities according to law, Office of Personnel Management (OPM) regulations, and SSA policies and procedures; administer merit promotion processes for bargaining and non-bargaining unit employees; post vacancy announcements; examine candidates for new hires; effectuate personnel actions in the Department of the Interior's Federal Personnel and Payroll System; establish and maintain Official Personnel Folders; conduct entry-on-duty processing for new employees; administer Federal Group Life Insurance and Thrift Savings Plan programs; and investigate and prepare responses to administrative backpay claims and waivers of overpayments.

I. National Recruitment and Workforce Services (AKP)

National Recruitment and Workforce Services provides strategic direction, leadership, and oversight of SSA's national recruitment, employee services, and HR process improvement programs. National Recruitment and Workforce Services establishes agency-wide vision, priorities, and long-term objectives for recruitment and workforce services and ensures alignment with SSA's mission, strategic workforce goals and federal workforce priorities and coordinates planning and implementation of recruitment and placement activities, provides overall direction for employee and work-life services programs, and advances HR operational effectiveness through process improvement initiatives focused on service, delivery, accountability, and workforce support.

J. Reasonable Accommodation (AKQ)

Reasonable Accommodation provides strategic direction, leadership, oversight, and coordination of SSA's reasonable and religious accommodation programs and related processes and sets agency vision and long-term objectives for accommodation programs, ensures consistent application of accommodation laws and policies, aligns accommodation programs with SSA's mission and workforce priorities.

Chapter AL – Chief Information Officer

I. Mission

The Chief Information Officer (CIO) (AL) directs the conduct of systems and operational integration, strategic planning processes, and the implementation of comprehensive systems configuration management, database management, and data administration programs. The CIO initiates software and hardware acquisition for SSA and oversees related procedures, policies, and activities. The CIO directs the development of operational and programmatic specifications for new and modified systems, and oversees development, validation, and implementation phases.

In addition, the CIO participates as a member of the Federal CIO Council and is the focal point for SSA's application of the Clinger-Cohen Act IT management reforms. Responsibilities include managing SSA's IT investment process and assessing performance of the agency's major IT investments. The CIO administers SSA's records management program and serves as liaison with the National Archives and Records Administration and the General Services Administration on records issues.

II. Organization

- A. Chief Information Officer (AL)
- B. Administrative Support (ALA)
- C. Priority Product Development (ALB)
- D. Internal Systems & Data Center Strategy (ALC)
- E. Technology, Customer Data, & Artificial Intelligence (ALD)
- F. Systems Operations and Hardware Engineering (ALE)
- G. Benefit Information Systems (ALF)
- H. Disability Information Systems (ALG)
- I. Shared IT and Enterprise Services (ALH)
- J. Digital Customer Solutions (ALJ)

III. Function

A. Chief Information Officer (AL)

The Chief Information Officer is directly responsible to the Commissioner for carrying out the CIO mission and providing general supervision to the major components of CIO. In addition, the CIO is also a member of the Federal CIO Council and serves as the focal point for SSA's application of Clinger-Cohen Act IT management reforms.

B. Administrative Support (ALA)

Administrative Support provides the Chief Information Officer with management support on the full range of responsibilities including human capital planning, IT succession management, employee engagement, communications, management assistance, staffing and recruitment, performance management, classification and organization management, space, facilities and property management, travel management, labor relations, procurement and micro-purchasing, assignment and correspondence tracking, and other administrative operations needed to support CIO leadership.

C. Priority Product Development (ALB)

Priority Product Development (PPD) develops secure, reliable, and user-centered digital solutions that help the agency carry out its mission in an efficient and transparent manner. PPD leverages innovative technologies and best product-management practices to enhance public service delivery, ensure compliance with federal standards, and promote collaboration across SSA organizations. PPD prioritizes stakeholder needs and continuous improvement and sets the benchmark for excellence in government technology, driving positive outcomes for citizens and supporting the agency's strategic objectives.

D. Internal Systems & Data Center Strategy (ALC)

Internal Systems & Data Center Strategy (ISDCS) provides exceptional customer service and innovative technology solutions that support the agency's operational and strategic objectives. ISDCS provides comprehensive local and remote IT support including help desk services, hardware and software support, LAN administration, and IT infrastructure management to all headquarters organizations, with specialized assistance for executive staff. It oversees the Technology Assistance Center (TAC), a centralized hub offering expert walk-up services providing diagnostics, repairs, configuration, device replacement, and standard software support for employees and contractors.

ISDCS designs, develops, and maintains mission-critical human resources, administrative, and financial systems. It collaborates with business stakeholders to identify needs, define requirements, and deliver secure, reliable, and innovative solutions. ISDCS responsibilities span technical system design, system development, implementation, validation, user-acceptance testing, and post-implementation review while ensuring compliance with relevant legislation, policies, and regulations. ISDCS works closely with agency

components to minimize workplace disruptions, address business needs through technology, and foster a collaborative, solution-oriented environment.

E. Technology, Customer Data, & Artificial Intelligence (ALD)

Technology, Customer Data, & Artificial Intelligence (TCDAl) advances SSA's mission by designing, developing, and maintaining innovative, secure, resilient, and robust technology solutions that enable accurate recording, management, and exchange of customer information for Social Security number services and earnings management. TCDAl leads enterprise architecture across the agency by establishing architectural principles, standards, reference models, roadmaps, and governance that align business capabilities, data, applications, infrastructure, security, and emerging technologies with SSA's strategic priorities.

TCDAl empowers decisionmakers, researchers, and the public with high-quality statistical data, predictive analytics, and reliable information to support decisions, improve processes, and ensure program integrity. TCDAl facilitates secure data exchanges and SSN verifications with public and private sector entities, supports secure submission and management of lifetime earnings records, and upholds the highest standards of data privacy, confidentiality, security, and transparency.

Through rigorous evaluation, enterprise architecture, data governance, and continuous improvement, TCDAl supports evidence-based policy and operational decisions, fulfills statutory and regulatory requirements, and contributes to the stability and effectiveness of Social Security programs for the American public.

TCDAl also governs and supports all agency AI use cases through training, guidance, use-case management, architectural alignment, risk mitigation, and federal compliance.

F. Systems Operations and Hardware Engineering (ALE)

Systems Operations and Hardware Engineering (SOHE) directs, manages, and coordinates planning, implementation, operation, and maintenance of SSA's computer systems operations, enterprise IT infrastructure, and application services. SOHE designs, builds, tests, delivers, and manages the agency's IT infrastructure housed in SSA's data centers and hybrid cloud platforms to ensure 99.9 percent service availability.

SOHE provides 24/7 operations management and support for enterprise applications across the agency; monitors and maintains all computer storage, network assets, and IT

services; and oversees infrastructure for batch processing, integration testing, and service-level agreements. SOHE also conducts governance activities related to IT change and release management, capacity planning, performance testing, and delivery of highly available infrastructure for critical agency workloads and data exchanges.

G. Benefit Information Systems (ALF)

Benefit Information Systems (BIS) manages and supports information systems for Social Security's Retirement and Survivor's Insurance (Title II), Supplemental Security Income (Title XVI), and Medicare (Title XVIII) programs. BIS designs, develops, implements, and maintains systems for initial claims, post-entitlement, benefit calculations, payment delivery, debt recovery, representative payee management, benefit statements, and notices. BIS evaluates the impact of new legislation, policy, and management initiatives on its information systems and collaborates with internal and external partners to deliver innovative IT solutions.

BIS ensures compliance with software development standards, improves agility by adopting modern technologies and processes, and supports partners through effective communication. BIS also provides timely outage notifications and service restoration, and addresses data anomalies efficiently.

H. Disability Information Systems (ALG)

Disability Information Systems (DIS) develops, implements, and maintains systems supporting SSA's new and modified disability and health-insurance programs. DIS oversees post-entitlement activities associated with the Disability Program and manages all phases of the systems development lifecycle including business needs and detailed requirements identification, identification and preparation of automation recommendations for user needs, analysis of existing computer applications, software design and development, testing systems, systems documentation, security standards implementation, systems acceptance on behalf of SSA's user community, implementation and installation of new and modified systems, and post-implementation evaluation.

DIS is responsible for long-range planning and analysis to define new and improved systems processes in support of agency needs and maintains a comprehensive, updated, and integrated suite of software programs. DIS also implements systems required by new legislation, regulations, and SSA policy directives.

I. Shared IT and Enterprise Services (ALH)

Shared IT and Enterprise Services (SITES) identifies strategic information technology (IT) resources needed to support SSA business processes and operations and the transition processes for researching, demonstrating, and implementing to new technologies in response to the agency's strategic vision. SITES promotes awareness and adoption of modern software development practices by playing an active role in the implementation and use of the Modern Development Environment by mentoring existing and new software developers, implementing best practices and methodologies, and augmenting software development activities.

SITES directs a comprehensive modern software support program focused on evaluating, teaching, and implementing modern software development technologies, architectures, and practices within the CIO. SITES designs, develops, and implements architectures for managing storage and routing of electronic document images and related retention information as they relate to official agency records. SITES plans and directs multi-platform enterprise software development facilities to support application development and validation personnel; designs, develops, implements and maintains automated testing methods, test data systems, and test utilities used to provide test data management; and batch execution services for software testing in the test environment. SITES directs the agency's implementation and management of Service Oriented Architecture (SOA) and manages Help Desk initiatives and IT support for regional Hearings and Operations locations.

J. Digital Customer Solutions (ALJ)

Digital Customer Solutions (DCS) is dedicated to delivering exceptional, customer-focused digital services that advance SSA's mission. DCS collaborates closely with business and software engineering components to address business needs through innovative technology solutions in a teamwork-driven environment. DCS is responsible for program and project management of the agency's IT investments, including entitlement applications, enterprise software, and cross-cutting systems ensuring solutions support and enhance the agency's core workloads.

DCS is committed to improve end-user experience by application of proven user-centered design methods and leveraging data-driven insights. DCS manages development and implementations of standards throughout the software development lifecycle and provides robust methods and procedures for planning, tracking, requirements, design, development, validation, and change control. Through these efforts, DCS empowers the

agency to deliver secure, accessible, and efficient digital solutions that meet the evolving needs of the public and our workforce.

Chapter AM – Law & Policy

I. Mission

Law & Policy (AM) provides legal advice, guidance, and support to the agency; reviews contracts, regulations, and agency actions to ensure compliance with federal laws and regulations; represents the agency in legal proceedings; negotiates and administers national labor-management agreements; and provides training and guidance to management on employee relations issues. The organization develops, analyzes, and implements agency policies and procedures to administer the income security and disability programs under the Social Security Act, as amended, and provides enterprise oversight of agency notices, data exchanges, and totalization agreements with foreign countries.

In addition, Law & Policy drafts policy documents and ensures that agency operations align with current laws, regulations, and strategic objectives; coordinates policy updates and communicates changes to stakeholders; serves as the primary liaison between the agency and Congress; monitors legislative developments; prepares briefings; coordinates responses to congressional inquiries; and advocates for the agency's interests while facilitating communication regarding proposed or pending legislation.

II. Organization

- A. Law & Policy (AM)
- B. Administrative Support (AMA)
- C. Ethics & Employment Law (AMB)
- D. Labor Management & Employee Relations (AMC)
- E. Program, Fiscal & Disclosure Law (AMD)
- F. Program Litigation (AME)
- G. Privacy & Disclosure Policy (AMF)
- H. Program Policy & Data Exchange (AMG)
- I. Income Security Policy (AMH)
- J. Disability Policy (AMJ)
- K. Legislative Affairs (AMK)

III. Functions

A. Law & Policy (AM)

The Chief of Law, Policy, and Legislative Affairs/General Counsel (AM) is directly responsible to the Commissioner for carrying out the Law & Policy (LP) mission and providing general supervision to the major components of LP. The Chief is the principal

legal advisor to the Commissioner of SSA, responsible for advising the Commissioner, Deputy Commissioner, and all subordinate organizational components on all legal matters affecting the operation and administration of SSA, and represents SSA in litigations.

The Chief also provides comprehensive leadership and strategic direction in the development, coordination, and implementation of policies and procedures related to Retirement and Survivors Insurance (RSI), Supplemental Security Income (SSI), Disability programs, labor-management and employee relations, and legislative affairs.

B. Administrative Support (AMA)

Administrative Support provides the Chief and subordinate organizational components with management support on the full range of their responsibilities, including human capital and succession planning, employee engagement, communications, management assistance, staffing and recruitment, performance management, classification and organization management, space, facilities, and property management, travel management, labor relations, budget and procurement/micro-purchasing, assignment and correspondence tracking, information technology, management information data, and critical business operations to support LP nationwide. LP Admin also develops and improves policies, processes, and systems to support LP and identifies areas where the agency's decision-making or policy could be improved to provide better service to customers.

C. Ethics & Employment Law (AMB)

Ethics & Employment Law is responsible for providing a full range of legal advice and services to the Commissioner and every component of the agency regarding ethics laws, regulations, and policies, and provides legal ethics guidance to all employees of the agency. The Head of Ethics & Employment Law/Deputy General Counsel supports the Chief in carrying out his/her responsibilities and performs other duties as the Chief may prescribe.

The Deputy General Counsel with oversight and responsibility for general law matters directly oversees the other Law components within LP. In the event of the General Counsel's absence or disability, or in the event of a vacancy in the position of General Counsel, the Deputy General Counsel with oversight and responsibility for program law and litigation acts for him/her unless the Commissioner directs otherwise.

Ethics is responsible for interpretation, implementation, and enforcement of ethics-related laws, regulations, and policies by the agency. This includes issuance of legal opinions regarding employee and management ethical obligations; establishment of agency rules and processes for an effective agency ethics program; review and comment on proposed

ethics legislation; and direction and support in preparation of cases involving ethics violations before administrative bodies or courts.

Employment Law provides legal counsel and litigation support on employment and labor law issues affecting the agency's operations and employees, including personnel matters, contract formation and administration, class action suits, e-Discovery, appropriations, property management, and other complex litigation with potential broad implications.

D. Labor Management & Employee Relations (AMC)

Labor Management & Employee Relations directs and coordinates the SSA-wide labor-management and employee relations (LR/ER) program to ensure timely and quality service in support of the agency's mission. The area provides guidance and advisory services, including interpretation of union-management agreements, on a broad range of LR/ER issues and matters. These services include, but are not limited to, bargaining, conflict and dispute resolution, disciplinary and adverse actions, and representation related to the program.

The area develops strategic plans, initiatives, policies, goals, and objectives, including methodologies for administering and evaluating the LR/ER program. Primary functions include developing and providing training on LR/ER relations; negotiating, administering, and implementing SSA's national agreements; negotiating national mid-term contractual issues; supporting alternative dispute resolution activities; and conducting agency-head review of negotiated labor-management agreements.

Labor Management & Employee Relations provides daily technical LR/ER advice and guidance to managers and agency executives. It represents SSA before arbitrators and third-party administrative bodies and develops and manages union/management correspondence. The area also negotiates the impact of newly established or revised agency policies with labor unions.

E. Program, Fiscal & Disclosure Law (AMD)

Program, Fiscal & Disclosure Law provides a full range of legal services and advice to the Commissioner and to every component related to the operation and administration of the various programs the Social Security Administration (SSA) administers under the Social Security Act, including the Old-Age and Survivors Insurance, Disability Insurance, Special Veterans Benefits, and Supplemental Security Income programs, as well as those aspects of the Medicare program administered by SSA.

The organization drafts and reviews SSA regulations, Federal Register materials, and legal instruments within its areas of responsibility; prepares proposals for legislation and

specifications for such proposed legislation; prepares reports and letters to congressional committees, the Office of Management and Budget, and others on proposed legislation and legislative matters; and drafts proposed testimony of SSA officials before Congress.

PFD Law provides legal advice and opinions to SSA components on matters within its areas of responsibility and supports program-related litigation nationwide by providing advice to Program Litigation and to Ethics & Employment Law in connection with program-related complex litigation. PFD Law provides legal advice on the provision of legal services incident to the agency's duties and responsibilities under the Privacy Act, the Freedom of Information Act, and related statutes, and acts as the agency's Claims and Touhy officer.

Additionally, PFD Law renders legal services relating to budget, appropriations, and fiscal matters; the organization and management of the agency; compensation, travel, training, administrative claims, contracts and claims under thereunder, procurement and procurement policies, grants administration, information disclosure, civil rights, security, civil defense, environmental issues, patents and copyrights, and excess and surplus property programs.

F. Program Litigation (AME)

Program Litigation represents the Commissioner in all program litigation in 94 district courts and 12 circuit courts nationwide. In coordination with the Department of Justice, each office is responsible for all program litigation cases that arise in one or more circuits, including developing legal strategies to maximize results, advocating cohesively on behalf of the agency in court, and providing consistent legal advice and guidance to the agency on matters related to program litigation.

Program Litigation is also responsible for overseeing program integrity workloads, including fraud prosecution and bankruptcy.

G. Privacy & Disclosure Policy (AMF)

Privacy & Disclosure Policy develops and interprets SSA policy related to the agency's collection, use, maintenance, and disclosure of information to ensure compliance with: section 1106 of the Social Security Act; the Privacy Act of 1974; the Freedom of Information Act (FOIA); section 6103 of the Internal Revenue Code; the privacy provisions of the E-Government Act of 2002 and the Federal Information Security Management Act; and other applicable privacy and disclosure statutes, regulations, and administration policies.

To further its mission, PDP develops national guidelines and oversees the agency's responses to FOIA requests; provides guidance and advice regarding the appropriate disclosure of agency information under the agency's policies; ensures necessary privacy

protections are built into new systems and processes developed to deliver more efficient service to agency customers; and develops policy and procedures for preventing and responding to potential breaches of personally identifiable information (PII).

PDP also drafts and manages Computer Matching and Privacy Protection Act (CMPPA) agreements and other agreements governing information sharing.

H. Program Policy & Data Exchange (AMG)

Program Policy & Data Exchange provides leadership, coordination, strategy, and oversight of program policy related to claims, coverage and earnings, death processing, enumeration, Retirement and Survivors Insurance (RSI), and SSA's Medicare policies. The organization serves as the focal point for international program policy matters and for its participation in the international Social Security community.

PPDX leads agency-wide initiatives including data exchange, international agreements, policy publication, and notice communications, ensuring that SSA's data sharing, research, international collaboration, and policy dissemination activities are conducted with the highest standards of security and service. The organization also ensures that agency internet applications meet both program policy and customer needs to deliver high-quality and effective services to the public.

I. Income Security Policy (AMH)

Income Security Policy provides agency-wide leadership on policies and procedures that strengthen the administration of SSA's non-disability benefits and advance employment opportunities for beneficiaries with disabilities. ISP strategically develops and coordinates policy, processes, grants, contracts, automation, and electronic services for areas such as Supplemental Security Income (SSI), payment integrity, Representative Payees, Due Process and Appeals, Prisoners, Work Incentives, and Employment Support programs.

ISP also develops regulations and provides training, technical assistance, and public resources that advance our shared mission to improve SSA's services and enhance economic security.

J. Disability Policy (AMJ)

Disability Policy (DP) plans, develops, evaluates, and issues substantive regulations, policies, and procedures for SSA's disability programs. DP develops clear, responsive, evidence-based policy aligned with changes in medicine, healthcare delivery, technology, customer needs, and the workplace.

The organization supports the development of training and systems enhancements to enable accurate and timely determinations by state or federal employees who implement the disability provisions of the Social Security Act, as amended. DP promotes consistent and effective operations across Social Security's disability programs through policy, training, case reviews, medical expertise, data analytics and automation, including policy leadership on health information technology (HIT) and the collection of electronic medical records.

This work helps the agency maintain program integrity, reinforce statutory compliance, and improve the disability claims process across all levels of adjudication.

K. Legislative Affairs (AMK)

Legislative Affairs serves as the primary liaison between the agency and Congress, monitoring legislative developments, arranging briefings, coordinating responses to congressional inquiries, and advocating for the agency's interests while facilitating communication regarding proposed or pending legislation that may impact SSA's programs.

Legislative Affairs analyzes the effectiveness of programs administered by SSA in terms of legislative needs and reviews and develops recommendations on related income maintenance, social service, and rehabilitation program proposals, particularly those which may involve coordination with SSA-administered programs, and on other methods of providing economic security.

Legislative Affairs provides advisory services to SSA officials on legislation of interest to SSA pending in Congress. It also provides legislative assistance and feedback to officials within the Executive Branch, congressional committees, and individual Members of Congress interested in Social Security legislation. Legislative Affairs establishes and maintains working relationships with all Members of Congress, serves as SSA's information-gathering and dissemination staff on congressional activities affecting SSA programs, and assists with administrative matters that are particularly urgent or sensitive to Members of Congress.

Chapter AN – Finance and Management

I. Mission

Finance and Management (FM) (AN) develops and executes the agency's financial strategy and administers financial planning, budget forecasting, financial reporting and analysis, capital allocation, and cost control and optimization. FM oversees space acquisition, facilities and supply management, and logistics, and develops internal controls across all agency programs that align with federal regulations to safeguard assets, prevent waste, and ensure efficient use of resources. FM ensures workforce stability and mitigates human capital risks by overseeing agency compliance with the laws, regulations, and guidance governed by the Equal Employment Opportunity Commission (EEOC).

II. Organization

- A. Chief Financial Officer (AN)
- B. Administrative Support (ANA)
- C. Budget (ANB)
- D. Equal Employment Opportunity (AND)
- E. Tech Finance (ANG)
- F. Accounting (ANH)
- G. Internal Control (ANJ)
- H. Lease Management (ANK)
- I. Facility Operations (ANL)
- J. Logistics (ANM)

III. Functions

A. Chief Financial Officer (AN)

The Chief Financial Officer (CFO) is the key agency official who provides strategic leadership and national oversight for financial integrity and accountability through policy development, reviews of internal controls and audit processes, and transparent financial reporting. The CFO oversees the effective integration of accounting operations, internal controls, real property management, facilities operations and supply management, logistics, and the equal employment opportunity program.

The CFO serves in oversight roles for the agency, including, but not limited to, Senior Debt Management Official, Agency Management Control Officer, Chief Infrastructure Assurance Officer, Equal Employment Opportunity Director, Senior Real Property Officer, Agency

Environmental Executive, Agency Health and Safety Official, and Agency Senior Transportation Official.

B. Administrative Support (ANA)

Administrative Support (AS) directs, coordinates, and oversees enterprise-wide administrative support functions for the assigned Chief office. AS provides authoritative guidance on administrative operations, organizational governance, resource coordination, and management processes that enable the agency to accomplish its mission. This includes acting with delegated authority on behalf of the CFO on administrative matters, ensuring continuity of operations, and exercising substantial influence over policy formulation, organizational alignment, and executive decision-making.

C. Budget (ANB)

Budget is responsible for planning, directing, and executing the agency's comprehensive administrative and program budget and performance management program. Budget establishes meaningful goals and objectives to accomplish the agency's mission, directs all major budgeting functions of SSA, produces annual agency budget justifications, leads the development and implementation of the Agency Strategic Plan, Annual Performance Report, and Annual Performance Plan, and presents SSA's final total budget document for the Office of Management and Budget (OMB) and Congress.

D. Equal Employment Opportunity (AND)

Equal Employment Opportunity (EEO) is responsible for SSA's EEO programs and harassment prevention activities. EEO provides case management and oversight of complaints filed under the EEO administrative complaint process, manages an agency-wide alternative dispute resolution program to expedite fair resolution of employee complaints, and directs the agency's anti-harassment program to address harassment allegations.

EEO is responsible for administering comprehensive evaluations and completing complex statistical reports to identify trends and areas needing improvement.

E. Tech Finance (ANG)

Tech Finance (TF) coordinates financial resources, appropriations, and expenditures associated with the agency's information technology (IT) applications, projects, and operations in alignment with agency priorities and Federal budget cycles. TF participates in long-range strategic planning for spending goals, manages IT financial resources to ensure sound financial management policies and practices, provides financial advice to all levels

of SSA management and agency executives, and provides budget justifications and submissions for Congressional review and approval.

F. Accounting (ANH)

Accounting provides strategic direction for SSA's accounting operations and collection policy, ensures the integrity of all agency financial systems and processes, and maintains compliance with federal accounting principles and standards prescribed by the Comptroller General, the CFO of the United States, and the Secretary of the Treasury (Treasury). Accounting is responsible for the agency's financial management performance, mitigation of financial risk, and the implementation of innovative solutions to enhance operational effectiveness and fiscal stewardship that meets agency's needs in accordance with requirements of the Office of Management and Budget (OMB), the Government Accountability Office (GAO), and the Department of the Treasury.

G. Internal Control (ANJ)

Internal Control (IC) provides authoritative oversight of SSA's internal controls, payments, and reporting policies. IC is accountable for achieving SSA's financial management objectives, financial audits, travel and relocation programs, conference management, and the certification of benefit and administrative payments. IC ensures compliance with the Office of Management and Budget (OMB), the Department of the Treasury, the Government Accountability Office (GAO), the Federal Managers' Financial Integrity Act of 1982 (FMFIA), and the Chief Financial Officer's (CFO) Act.

H. Lease Management (ANK)

Lease Management (LM) shapes agency-wide policy and ensures the efficient planning, design, acquisition, and execution of the leasing programs for all offices in the agency's portfolio. LM maintains delegated authority for all aspects of lease management, including resource allocation, program execution, and compliance with federal standards. LM ensures the effective management of agency resources and furniture in facilities across the nation, providing a safe, secure, and functional environment for agency personnel, contractors, and visitors.

I. Facility Operations (ANL)

Facility Operations (FO) oversees compliance with pre- and post-occupancy building management protocols, ensures environmental health and safety for employees and visitors, evaluates the agency's environmental protection and occupational health and safety programs, and leads initiatives to enhance efficiency and sustainability in all SSA facilities. To ensure agency adherence to federal standards, laws, and regulations and

compliance with federal reporting requirements, FO maintains strategic partnerships with external organizations, including the General Services Administration (GSA), the Occupational Safety and Health Administration, the Federal Emergency Management Agency (FEMA), and the Office of Management and Budget (OMB).

J. Logistics (ANM)

Logistics oversees the agency's logistics and support services nationwide by managing a broad portfolio of service-oriented functions, including mail and transportation services, media and inventory management, forms and library services, printing, duplication operations, and warehouse management. Logistics collaborates with other agencies, such as the Government Publishing Office, United States Postal Service, and the General Services Administration, to ensure compliance, optimize service delivery, and advance agency goals.

Chapter AP – Security and Resiliency

I. Mission

Security and Resiliency (SR) (AP) provides strategic direction, integration, and oversight of all security programs within the Social Security Administration (SSA) and ensures the confidentiality, integrity, and availability of SSA's information, assets, and personnel. SR develops and implements comprehensive security strategies that support SSA's mission and align with federal law, presidential directives, and agency objectives.

The SR organization ensures that SSA can anticipate, withstand, adapt to, and recover from agency-wide disruptions and vulnerabilities across information security, physical and protective security, and personnel security/suitability programs.

II. Organization

- A. Chief Security Officer (AP)
- B. Administrative Support (APA)
- C. Physical Security (APB)
- D. Cybersecurity (APC)
- E. Personnel Security (APD)
- F. Insider Threat & Resiliency (APE)
- G. Inspection & Analysis (APF)

III. Functions

A. Chief Security Officer (AP)

The Chief Security Officer (CSO) is the key agency official who formulates and drives the agency-wide security vision and strategy, ensuring the seamless integration of information security, physical security, and personnel security/suitability programs. The CSO oversees the development, implementation, and continuous improvement of agency security programs, policies, and procedures across all SSA organizations and facilities nationwide. The CSO identifies emerging risks and adapts the agency's security posture to address evolving threats and regulatory requirements.

B. Administrative Support (APA)

Administrative Support (AS) is responsible for directing, coordinating, and overseeing enterprise-wide administrative support functions for the assigned Chief office. AS provides authoritative guidance on administrative operations, organizational governance, resource coordination, and management processes that enable the agency to accomplish its mission. This includes acting with delegated authority on behalf of the CSO on

administrative matters, ensuring continuity of operations, and exercising substantial influence over policy formulation, organizational alignment, and executive decision-making.

C. Physical Security (APB)

Physical Security (PhySec) directs the agency's nationwide physical and protective security programs impacting employees, contractors, and the public in all agency facilities nationwide. PhySec oversees physical security policies and procedures, maintains the agency's national special security programs and databases, and controls access to secure intelligence community credentials for all agency personnel and property. PhySec ensures the physical safety of agency employees and members of the public.

D. Cybersecurity (APC)

Cybersecurity provides strategic direction for the development and implementation of information technology (IT) security policies, procedures, and operations to protect SSA's information systems and sensitive personal information for millions of Americans.

Cybersecurity advises on security matters, ensures compliance with federal regulations, and collaborates with stakeholders to manage risks and support SSA's technology and business needs.

E. Personnel Security (APD)

Personnel Security (PerSec) oversees the agency's personnel security program, suitability functions, credentialing, parking policies and programs, and the agency's drug-testing program. PerSec ensures a secure workplace and the safety of people, assets, and information through proactive risk management and comprehensive security policies.

PerSec mitigates personnel security risks by establishing and enforcing policies to address emerging threats, providing training, supporting compliance with agency-wide personnel security programs, and instilling vigilance across the organization.

F. Insider Threat & Resiliency (APE)

Insider Threat & Resiliency (ITR) shapes the agency's national strategy for security policy and procedures and ensures compliance with federal directives and best practices across all agency facilities. ITR enhances the security of agency personnel, information, assets, and reputation by detecting, deterring, and mitigating insider threats; preventing workplace violence; ensuring the safety of employees and the public; and ensuring capability to perform mission-essential functions during emergencies. ITR operates the agency's centralized Security and Emergency Operations Center.

G. Inspection & Analysis (APF)

Inspection & Analysis (IA) oversees a rapid-response team to address administrative complaints, employee misconduct, and programmatic challenges, providing agency-wide internal oversight. IA ensures effective resolution of complex, sensitive, and high-risk matters, delivers authoritative consultative, evaluative, and advisory expertise to reduce operational risks, prevent recurring issues, and strengthen internal accountability, and serves as the primary liaison with local, state, and Federal law enforcement.

Chapter AQ – Strategy and Marketing

I. Mission

Strategy and Marketing (SM) (AQ) ensures that the Social Security Administration's (SSA) business lines, programs, and service delivery practices align enterprise-wide with agency priorities and administration goals. SM develops and implements integrated strategies and marketing initiatives that promote SSA's programs, digital tools, and service innovations to internal and external stakeholders. SM eliminates silos and improves outcomes to strengthen public trust, enhance customer experience, and increase awareness and utilization of SSA services.

II. Organization

A. Chief of Strategy and Marketing (AQ)

The Chief of Strategy and Marketing (AQ) advises SSA leadership on enterprise strategy, directs the development and implementation of the agency's strategic framework, and establishes governance structures to ensure alignment across business lines. The Chief creates and executes marketing and outreach strategies for SSA programs and tools, oversees internal communications, and uses analytics to assess campaign effectiveness. The Chief provides executive leadership to multidisciplinary teams, leads change management initiatives, and ensures cross-component alignment that integrates strategy and marketing functions throughout the agency.