ANNUAL PERFORMANCE PLAN
for Fiscal Year 2015

REVISED PERFORMANCE PLAN for Fiscal Year 2014
AND

ANNUAL PERFORMANCE REPORT
for Fiscal Year 2013

Strategic Objective 5.3
Incorporate Innovative Advances in Service Delivery
Agency Plans and Performance

This document is an excerpt of our Annual Performance Plan for Fiscal Year 2015, Revised Performance Plan for Fiscal Year 2014, and Annual Performance Report for Fiscal Year 2013 (http://www.socialsecurity.gov/performance/). We organized our performance plan and report by our strategic goals, objectives, means, and strategies defined in our Agency Strategic Plan for Fiscal Years 2014-2018 (http://www.socialsecurity.gov/asp/). Key initiatives that support our goals, objectives, means, and strategies are listed under each objective. Performance measures and targets for fiscal year (FY) 2014 and FY 2015 define how we will evaluate our results. For performance measures with an FY 2013 target, we have included our FY 2013 performance results.

Strategic Goal 5: Ensure Reliable, Secure, and Efficient Information Technology Services

We design, deploy, and maintain a robust and cost-effective technology environment that supports our mission-critical service delivery and business operations requirements. We rely upon a large and complex technology infrastructure, as well as a highly motivated and skilled workforce, to support our service delivery.

As our workloads increase, we will use technology to keep pace with the demand. Expanding online and mobile services improves service for those who want the convenience of interacting with us remotely and preserves field office service for situations that require in-person assistance.

The security of our information and systems is an essential responsibility; we will continue to enhance our cyber security protection. We will remain focused on completing the construction of our new data center, the National Support Center (NSC). Once the NSC is complete, we will ensure a smooth transition, with no service interruption.

Strategic Objective 5.3: Incorporate Innovative Advances in Service Delivery

Technology transforms how we conduct business. Advances in computer technology, the increase of high-speed networks, and mobile innovation have introduced new products and reshaped existing service channels. Growing customer expectations drive us to consider an expanding number of service delivery channels.

We will continue to actively participate in the Federal Chief Information Officer Council, leverage the expertise of industry information technology (IT) experts and technical consultants, and be attentive to emerging technologies and how other public and private organizations are innovating with technology. We will harness suitable technology innovations to create effective and efficient service delivery options.
Our business and technical staffs will work collaboratively to develop new, more flexible and efficient ways to perform our work, focusing on where reengineering is most needed. We are confident that we can develop the most effective IT solutions for our customers and our employees.

**Strategies**

- Deliver accurate, convenient, and flexible agency systems and services in a cost-conscientious manner;
- Explore the use of emerging technologies to improve service and increase efficiency; and
- Engage and benchmark private and public IT communities to ensure the timely identification of important new technologies and best practices.

**Key Initiatives**

**Replacing Our National 800 Number Infrastructure**

The Citizens Access Routing Enterprise 2020 (CARE 2020) replaces our existing National 800 Number telecommunication infrastructure with enhanced menus, self-service features, and speech-recognition technology to improve the caller’s experience and reduce customer frustration. CARE 2020 is a cloud-based service awarded under the General Services Administration Networx contract. CARE 2020 utilizes Voice over Internet Protocol technology and will yield significant reductions in usage charges over the current service. CARE 2020 provides a platform for enhanced manageability and expanded options for new communications channels. In FY 2013, we deployed CARE 2020 infrastructure with automated services.

**Implementing Field Office Estimated Wait-Time Messaging**

In FY 2013, we implemented a feature that provides callers with the estimated amount of time it will take a field office representative to answer their calls. We will evaluate the results of the first year of service to see if we achieved our expected goals and projected savings. Based on the results of our evaluation, we may enhance this feature in FY 2014.
**External Factors**

The following external factor may affect our efforts to incorporate innovative advances in service delivery:

- Although we have used technology to improve our work processes, making them more efficient and enabling us to absorb huge increases in workloads, today’s technology-driven information environment means that the public demands more sophisticated, integrated service channels to supplement our traditional structure.
Agency Driven Performance Measures that support Strategic Objective 5.3

Historically all of our performance measures were aligned with the strategic goals and objectives even though several of those measures were tied to our budgeted workloads. While budgeted workload measures support our strategic goals and objectives, their targets and outcomes are budget dependent. In an effort to establish performance measures and targets that are within our control, we decoupled our budgeted workload measures, presenting them independently. We established new measures and targets that are driven by our agency priorities. We annotate new measures.

The following is a list of agency driven measures for FY 2014 and FY 2015 that support Strategic Objective 5.3.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>FY 2013 Performance</th>
<th>FY 2013 Target</th>
<th>FY 2014 Target</th>
<th>FY 2015 Target</th>
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</thead>
<tbody>
<tr>
<td>5.3a NEW</td>
<td>Enhance our IT infrastructure by implementing innovative systems accessibility and performance capabilities</td>
<td>Implement Bandwidth on Demand, which will provide us with the ability to increase telecommunications capacity to quickly meet the changing service needs of our offices and clients</td>
<td>Increase hardware sharing to improve resource management, including more efficient use of resources, improved capacity, reduced physical server needs, and enhanced disaster recovery</td>
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<td>5.3b NEW</td>
<td>Explore the use of emerging technologies by establishing a testing lab to promote research and development of innovative technology solutions that provide more effective and flexible ways for the public to conduct business with us online and for our employees to complete their work</td>
<td>Identify and implement new, innovative tools to expand the capabilities of the testing lab to develop solutions that accommodate evolving customer preferences</td>
<td>Upgrade testing lab security software and tools that enable us to safely test more innovative security and fraud detection solutions</td>
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Note: We annotate new measures (NEW).