

FY 2008 PERFORMANCE REPORT



SOCIAL SECURITY ADMINISTRATION
OFFICE OF THE INSPECTOR GENERAL

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MISSION STATEMENT

By conducting independent and objective audits, evaluations and investigations, we inspire public confidence in the integrity and security of Social Security Administration (SSA) programs and operations and protect them against fraud, waste and abuse. We provide timely, useful and reliable information and advice to Administration officials, Congress and the public.

VISION and VALUES

We strive for continual improvement in SSA's programs, operations and management by proactively seeking new ways to prevent and deter fraud, waste and abuse. We commit to integrity and excellence by supporting an environment that provides a valuable public service while encouraging employee development and retention and fostering diversity and innovation.

EXECUTIVE SUMMARY

The Inspector General (IG) Act of 1978, as amended, established independent and objective units in Federal agencies, to promote greater accountability in Government. This year marks the thirtieth anniversary of the IG Act. This 2008 Performance Report (i.e. Report) highlights the Office of the Inspector General's (OIG) results for the third year of our *Fiscal Year (FY) 2006-2010 Revised Strategic Plan*. We operate within a framework set by 3 general goals: the *Impact* our investigations, audits, and legal activities have on SSA's integrity, effectiveness and efficiency; the *Value* we bring to Congress, Social Security and the citizens we serve, while sustaining a positive return for each tax dollar invested in OIG activities; and the *People* of the OIG, who continue to be the driving force behind this organization's success in meeting its mission. These general goals are further divided into 14 separate performance measures. For FY 2008, we increased the target goals for 4 performance measures and we successfully met the targets for 12 of the performance measures.

Our accomplishments from this past year reflect a level of commitment and dedication to our core mission of inspiring public confidence by detecting and preventing fraud, waste and abuse in SSA's programs and operations. We will continue to work with our partners in SSA, the Congress, and other Federal agencies to ensure the integrity and reliability of the Social Security programs upon which so many Americans depend for their economic security.

PERFORMANCE RESULTS

GOAL	DESCRIPTION	TARGET	RESULT	GOALS	
				MET	NOT MET
IMPACT					
<u>1.1</u>	Maintain an annual acceptance rate of at least 85 percent for all recommendations.	85%	96%	X	
<u>1.2</u>	Through FY 2010, achieve a 5-year average implementation rate of 85 percent for accepted recommendations aimed at improving the integrity, efficiency and effectiveness of SSA.	85%	89%	X	
<u>1.3</u>	Achieve a positive action on at least 85 percent of all cases closed during the FY.	85%	93%	X	
VALUE					
<u>2.1</u>	Generate a positive return of \$6 for every tax dollar invested in OIG activities.	\$6 to \$1	\$42 to \$1	X	
<u>2.2</u>	Evaluate and respond to 90 percent of all allegations received within 30 days.	90%	95%	X	
<u>2.3</u>	Complete investigative fieldwork on 75 percent of all cases within 180 days.	75%	94%	X	
<u>2.4</u>	Respond to 90 percent of congressional requests within 21 days.	90%	98%	X	
<u>2.5</u>	Take action on 90 percent of Civil Monetary Penalty (CMP) subjects within 30 days of receipt.	90%	94%	X	
<u>2.6</u>	Achieve a positive internal and external user assessment rating of 85 percent for product-service quality.	85%	89%	X	
<u>2.7</u>	Issue 78 percent of final audit reports within 1 year of the entrance conference with SSA.	78%	83%	X	
<u>2.8</u>	Complete 85 percent of requests for legal advice and review within 30 days.	85%	99%	X	
PEOPLE					
<u>3.1</u>	Achieve an annual attrition rate of 5 percent or less.	5%	6%		X
<u>3.2</u>	Conduct an annual employee job-satisfaction survey and implement corrective action plans to identify areas where improvement is needed.	81%	79%		X
<u>3.3</u>	Ensure that 90 percent of OIG staff receives 40 or more hours of appropriate developmental and skill-enhancement training annually.	90%	96%	X	

PERFORMANCE DISCUSSION AND ANALYSIS

This section provides detailed performance information, including a description of our Strategic Plan goals aimed at achieving success in each of the 3 general areas. We state each goal, its associated results and describe the method of calculation. We also discuss, where appropriate, why we believe we were successful or unsuccessful in meeting our goals.

Goal 1 - IMPACT

Enhance the integrity, efficiency and effectiveness of SSA programs and operations.

Strategies to attain this goal include:

1. Promote an OIG-wide process for cross-component communications on potential programmatic and operational vulnerabilities.
2. Communicate with the Agency to identify mission-critical issues and operations that would benefit from OIG audit and investigation services and develop practical solutions to address identified weaknesses or deficiencies.
3. Prioritize investigations, audits and counsel actions to effect more efficient and effective SSA programs and operations.

Goal 1.1	<i>Maintain an annual acceptance rate of at least 85 percent for all recommendations.</i>	<i>FY 2008 Result</i> <i>96 Percent</i>
This measure is calculated by dividing the number of legislative, policy and regulatory recommendations accepted by SSA and/or Congress (included in proposed legislation) during the FY by the total number of recommendations with a management decision and legislative proposals made during the FY. For FY 2008, our annual acceptance rate was 96 percent, exceeding our 85 percent goal. Of the 278 recommendations we submitted during this period that have a management decision, SSA agreed with 267.		

Goal 1.2	<i>Through FY 2010, achieve a 5-year average implementation rate of 85 percent for accepted recommendations aimed at improving the integrity, efficiency and effectiveness of SSA.</i>	<u>FY 2008 Result</u> 89 Percent
<p>This measure is calculated by dividing the total number of accepted recommendations implemented by SSA during the past 5 FYs by the total number of recommendations SSA agreed to implement during the past 5 FYs.</p> <p>Since SSA needs sufficient time to implement the recommendations it has agreed to, there is a 1-year lag in this calculation. Thus, for FY 2008 we are reporting the 5-year period covering FYs 2003 through 2007. Our average implementation rate for accepted audit recommendations was 89 percent, exceeding our 85 percent goal. During this period, SSA implemented 1,457 of 1,629 accepted recommendations.</p>		

Goal 1.3	<i>Achieve a positive action on at least 80 percent of all cases closed during the FY.</i>	<u>FY 2008 Result</u> 93 Percent
<p>This measure is calculated by dividing the total closed cases that resulted in a positive action during the FY by the total cases closed during the FY. If the subject has been sentenced, the case referred for a CMP and/or an administrative action has been taken against the subject, it is considered a positive action on the closed case. In addition, if certain money types have been collected or certain referrals have been made it is considered a positive action.</p> <p>For FY 2008, we closed 9,795 out of 10,575 investigations with a positive action. This 93 percent performance rate exceeds our 85 percent target.</p>		

Goal 2 - VALUE

Provide quality products and services of value in a timely manner to Congress, SSA and other key decision-makers while sustaining a positive return for each tax dollar invested in OIG activities.

Strategies used to attain this goal include:

1. Maintain a “positive-return” culture within OIG.
2. Ensure continual improvement of OIG products by using a product and service quality assessment instrument to measure internal and external user satisfaction.
3. Implement best practices to ensure quality and timeliness of OIG products and services.
4. Utilize information technology investments to enhance OIG work products and service delivery.

Goal 2.1	<i>Generate a positive return of \$4 for every tax dollar invested in OIG activities.</i>	<i>FY 2008 Result</i> \$42 to \$1
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This measure is calculated by dividing the total amount of all OIG savings identified during the FY by the total amount of appropriated funds during the same period.

For FY 2008, we generated a return of \$42 for every dollar invested in us by the taxpayer. This rate of return was bolstered by 4 audit reports entitled, *The Social Security Administration's Income and Resource Verification Process for Individuals Applying for Help with Medicare Prescription Drug Plan Costs (A-06-06-16135); Underpayments Payable on Behalf of Terminated Title II Beneficiaries (A-09-07-17160); Supplemental Security Income Recipients with Excess Income and/or Resources (A-01-08-18022); Dually Entitled Beneficiaries who are Subject to Government Pension Offset and the Windfall Elimination Provision (A-09-07-27010)*. In these reports, we identified over \$1.7 billion in Questioned Costs.

Goal 2.2	<i>Evaluate and respond to 90 percent of all allegations received within 30 days.</i>	<i>FY 2008 Result</i> 95 Percent
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This measure is calculated by dividing the total number of allegations closed or referred within 30 days during the FY by the total number of allegations closed or referred during the FY.

For FY 2008, we achieved a 95 percent rating. Of the 87,412 allegations closed or referred during the FY, we closed or referred 83,074 within 30 days.

Goal 2.3	<i>Complete investigative fieldwork on 75 percent of all cases within 180 days.</i>	<i>FY 2008 Result</i> <i>94 Percent</i>
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This measure is calculated by dividing the total number of investigations closed or referred for prosecution, CMP, SSA or other State or Federal agency action within 180 days during the FY by the total investigations closed or referred during the FY.

For FY 2008, we surpassed our 75 percent goal with a 94 percent rating. A total of 10,575 investigations were closed or referred during the FY. Of these, we closed or referred 9,892 cases for action within 180 days.

Goal 2.4	<i>Respond to 90 percent of congressional requests within 21 days.</i>	<i>FY 2008 Result</i> <i>98 Percent</i>
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This measure is calculated by dividing the total congressional requests responded to within 21 days during the FY by the total number of congressional requests responded to during the FY. Processing days are the days elapsed from receipt of a congressional request to the date of a response.

For FY 2008, we achieved a 98 percent rating. Our office responded to 59 Congressional inquiries during the FY. We responded to 58 of them within 21 days.

Goal 2.5	<i>Take action on 90 percent of Civil Monetary Penalty (CMP) subjects within 30 days of receipt.</i>	<i>FY 2008 Result</i> <i>94 Percent</i>
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This measure is calculated by dividing the total number of CMP subjects against whom action was taken within 30 days of receipt during the FY by the total number of CMP subjects where action was taken during the FY. Actions include sending initial letters, requesting investigative assistance or closing the CMP.

For FY 2008, we took action on 1,316 CMP subjects. Action was taken on 1,242 of those subjects within 30 days of their receipt.

Goal 2.6	<i>Achieve a positive internal and external user assessment rating of 85 percent for product-service quality.</i>	<i>FY 2008 Result</i> <i>89 Percent</i>
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This measure is calculated by using a five-tier rating scale measuring the degree of satisfaction with OIG products and services by recipients and users, including SSA and other government entities, such as Congress, Offices of U.S. Attorney, and external law enforcement agencies. The numeric response is translated into a percentage with 85 percent indicating satisfaction.

For FY 2008, we achieved an 89 percent rating, exceeding the 85 percent goal.

Goal 2.7	<i>Issue 78 percent of final audit reports within 1 year of the entrance conference with SSA.</i>	<i>FY 2008 Result</i> <i>83 Percent</i>
This measure is calculated by dividing the total number of audit reports issued during the FY within 1 year of the entrance conference by the total number of audit reports issued during the FY. For FY 2008, our office achieved a 83 percent rating, exceeding our goal of 78 percent. We issued a total of 108 audit reports during the fiscal year. We issued 90 of these reports within 1 year of their respective entrance conference.		

Goal 2.8	<i>Complete 85 percent of requests for legal advice and review within 30 days.</i>	<i>FY 2008 Result</i> <i>99 Percent</i>
This measure is calculated by dividing the total number of legal opinions, subpoenas and audit reviews completed by the Office of the Chief Counsel to the Inspector General within 30 days of receipt during the FY by the total number of requests for legal opinions, subpoenas and audit reviews completed during the FY. During FY 2008, we completed 372 of the 375 requests for legal opinions, subpoenas, and audit reviews within 30 days of their receipt.		

Goal 3 - PEOPLE

Promote a skilled, motivated, diverse workforce in a positive and rewarding work environment.

Strategies used to attain this goal include:

1. Identify assignment interests and developmental needs of all employees.
2. Provide OIG components with training and tools necessary to ensure professional development and skills enhancement.
3. Maintain a proactive approach in recruiting and hiring candidates to meet different needs.

Goal 3.1	<i>Achieve an annual attrition rate of 5 percent or less.</i>	<u>FY 2008 Result</u> <u>6 Percent</u>
This measure is calculated by dividing the total number of employees separated (excluding retirements and deaths) during the FY by the OIG Average Workforce for the FY. For FY 2008, there were 36 separations from the OIG's 580 Average Workforce. This resulted in a 6 percent attrition rate.		

Goal 3.2	<i>Conduct an annual employee job-satisfaction survey and implement corrective action plans to identify areas where improvement is needed.</i>	<u>FY 2008 Result</u> <u>79 Percent</u>
<p>OIG's Organizational Health Committee implemented an annual employee job-satisfaction survey beginning in FY 2006. The SSA published the results of a similar survey in September 2008, and defined a statistical strength as an item where at least 65 percent of employees responded positively (e.g., strongly agree or agree). Using the SSA definition of statistical strength, 12 of the 13 questions on the OIG survey had scores above 65 percent and showed that the health of the OIG organization is strong.</p> <p>Question 12 of this survey is the same question used on SSA's survey and asks, "Considering everything, how satisfied are you with your job?" In the OIG survey 79 percent of employees who responded to the survey indicated that they are either satisfied or very satisfied with their jobs. This result represents a slight decrease from our 81 percent satisfaction rate in the baseline year of FY 2006, but is higher than the 72 percent rate reported for SSA employees.</p>		

Goal 3.3	<i>Ensure that 90 percent of OIG staff receives 40 or more hours of appropriate developmental and skill-enhancement training annually.</i>	<u>FY 2008 Result</u> <u>96 Percent</u>
<p>This measure is calculated by dividing the total number of OIG staff on board for the entire FY receiving at least 40 hours of training during the FY by the total number of OIG staff on board for the entire FY.</p> <p>For FY 2008, 96 percent of our employees received 40 or more hours of appropriate developmental and/or skill-enhancement training. Achieving this goal demonstrates OIG's commitment to having an adept and proficient workforce. The continual development of our employees underlies our successful performance as an organization.</p>		

HISTORICAL COMPARISON

GOAL	DESCRIPTION	FY 2006 RESULTS	FY 2007 RESULTS
1.1	<i>Maintain an annual acceptance rate of at least 85 percent for all recommendations.</i>	93%	97%
1.2	<i>Through FY 2010, achieve a 5-year average implementation rate of 85 percent for accepted recommendations aimed at improving the integrity, efficiency and effectiveness of SSA.</i>	92%	90%
1.3	<i>Achieve a positive action on at least 80 percent of all cases closed during the FY.</i>	87%	93%
2.1	<i>Generate a positive return of \$4 for every tax dollar invested in OIG activities.</i>	\$46 to \$1	\$51 to \$1
2.2	<i>Evaluate and respond to 90 percent of all allegations received within 30 days.</i>	96%	95%
2.3	<i>Complete investigative fieldwork on 75 percent of all cases within 180 days.</i>	84%	92%
2.4	<i>Respond to 90 percent of congressional requests within 21 days.</i>	97%	99%
2.5	<i>Take action on 90 percent of Civil Monetary Penalty (CMP) subjects within 30 days of receipt.</i>	92%	95%
2.6	<i>Achieve a positive internal and external user assessment rating of 85 percent for product-service quality.</i>	88%	88%
2.7	<i>Issue 75 percent of final audit reports within 1 year of the entrance conference with SSA.</i>	85%	93%
2.8	<i>Complete 80 percent of requests for legal advice and review within 30 days.</i>	95%	98%
3.1	<i>Achieve an annual attrition rate of 5 percent or less.</i>	2%	4%
3.2	<i>Conduct an annual employee job-satisfaction survey and implement corrective action plans to identify areas where improvement is needed.</i>	81%	83%
3.3	<i>Ensure that 90 percent of OIG staff receives 40 or more hours of appropriate developmental and skill-enhancement training annually.</i>	93%	96%