

MEMORANDUM

To: Social Security Advisory Board
Subject: Overview of Primary SSA Components
Date: July 21, 2015

This memo provides an overview of Social Security Administration's organizational structure of how each office is organized and their functional responsibilities.

- I. **The Office of the Commissioner (OC)** 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. It provides executive leadership to SSA. The Office is responsible for development of policy, administrative and program direction, program interpretation and evaluation, maintenance of relations with news media, research oriented to the study of the problems of economic insecurity in American society; and development of recommendations on methods of advancing social and economic security through social insurance and related programs.
- II. **The Office of the Chief Actuary (OCACT)** 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. 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. Provides technical and consultative services to the Commissioner, the Board of Trustees of those two Trust Funds, and, as requested, congressional committees. Appears before congressional committees to provide expert testimony on the actuarial aspects of Social Security issues.
- A. **The Office of Short Range Estimates (OSRE)** is responsible for estimates for planning, directing and coordinating the development of short-range (10 years) cost estimates for all Social Security programs both under current provisions and proposed changes in law or regulation. The programs for which estimates are prepared include the retirement, survivors and disability insurance program, and the supplemental security income program. Develops special cost analyses involving technical actuarial issues; projects operations of the Trust Funds; provides a variety of data services including data collection, statistical support; and prepares estimates for general fund and interprogram reimbursement.
- B. **The Office of Long Range Estimates (OLRE)** is responsible for planning, directing and coordinating the development of long-range (75 years) cost

estimates for the retirement, survivors and disability program both under current provisions and proposed changes in law or regulation. Provides all revenue estimates in both the near-term and the long-term for the retirement, survivors and disability insurance program and in the near-term for the hospital insurance program. Designs the economic, demographic and programmatic assumptions and the methods needed to develop these estimates; analyzes and publishes actuarial research based on projections and actual program experience; and provides authoritative advice to agency policy makers and congressional staffs relating to the long-range actuarial impact of current law and proposed program changes.

III. The Office of the Deputy Commissioner for Budget, Finance and Management (DCBQFM) directs the administration of comprehensive SSA management programs including budget, acquisition and grants, facilities and supply management, and security and emergency preparedness. The Office directs the development of agency policies and procedures as well as the management of the agency financial management systems.

- A. **The Office of Financial Policy and Operations (OFPO)** has operational responsibility for SSA's accounting and payment operations and establishes requirements for all SSA financial systems and processes to ensure agency compliance with accounting principles and standards as prescribed by the Comptroller General and Chief Financial Officer of the United States. The Office also ensures agency compliance with fiscal policies and procedures prescribed by the Secretary of the Treasury, and management integrity and control standards prescribed by the Office of Management and Budget under the Federal Managers' Financial Integrity.
- B. **The Office of Budget (OB)** provides overall management of the planning, development and execution of the SSA budget. The Office develops policies and guidelines for the exercise of SSA-wide budget responsibility, and evaluates and appraises the manner in which the agency carries out this responsibility. The Office also directs the agency's policies and procedure, as well as the management of the agency's competitive sourcing program.
- C. **The Office of Acquisition and Grants (OAG)** is responsible for the SSA-wide acquisition and grants programs in support of the agency's mission and strategic goals. OAG directs the business management aspects of these activities, and develops and implements applicable policies, procedures, and directives.
- D. **The Office of Facilities and Supply Management (OFSM)** directs the national SSA real property program including short- and long-range facilities planning. The Office manages the design, construction, and leasing of central office and large field facilities, maintenance, repair, and construction projects, and policy

development related to these operations and facilities. The Office also acquires, utilizes, and manages space at SSA headquarters and develops a comprehensive space inventory and utilization system. The Office develops, implements, and evaluates SSA's environmental protection and occupational health and safety programs. The Office ensures that these programs are responsive to the needs of the agency and serves as a focal point for inquiries and guidance concerning these programs. The Office also directs SSA's personal property and supply management programs, and manages the operation of SSA warehousing facilities including receipt, storage, and issuance of forms, publications, supplies, and equipment for SSA wide-use. In addition, the Office directs activities related to employee transportation including headquarters passenger and freight transportation services, equipment repair and carpentry, and mover services.

- E. **The Office of Security and Emergency Preparedness (OSEP)** directs SSA's nation-wide physical and protective security program. Functions include formulating, administering, and providing physical security policies and procedures, designing and maintaining the agency's national Personal Identity Verification process and databases, and issuing and controlling secure credentials for SSA personnel and property agency-wide. The Office also develops and issues security policy, procedures, and guidance for the Occupant Emergency Operations and Continuity of Operations Planning programs for SSA facilities nationwide. The Office is responsible for ensuring the safety of agency employees during emergencies.
- F. **The Office of Media Management (OMM)** directs SSA's comprehensive national printing, publications, distribution and mail management programs and develops pertinent agency policies, standards, and procedures for SSA's forms and publications management, printing, and distribution programs. The Office administers and maintains the SSA Library, History Room, and historical research program.
- G. **The Office of Quality Review (OQR)** reviews, evaluates, and reports on the integrity and quality of the administration of Social Security programs in headquarters and in the field. The Office conducts broad-based reviews, studies, and analyses of agency operations with emphasis on compliance with laws, regulations, and policies. The Office also establishes quality review policy for the BFQM field reviewers, analyzes and reports on results, and recommends changes in programs, policies, or legislation aimed at quality and productivity improvement and program simplification. The Office assesses the medical determinations made by the State and Federal disability determination components and decisions by the Office of Disability Adjudication and Review, including decisions by Senior Attorney Advisors and Administrative Law Judges. The Office evaluates the quality of the agency's operations with emphasis on the

prevention of program and systems abuse, the elimination of waste, and the increase of efficiency. The Office also performs customer surveys that measure the public's perceptions of the agency's service delivery and provides insights for agency planning. The Office leads the development and maintenance of the quality assurance systems that support nationwide studies and reviews.

- H. **The Office of Quality Improvement (OQI)** promotes the sharing of information across organizational boundaries that allows managers to make informed decisions and improves processes to reduce errors and improper payments. The Office provides a variety of services to agency management, including business process models, data analytics, geospatial visualizations, risk analyses, automated solutions, continuous improvement solutions, and statistical predictive models. The Office also identifies and addresses emerging quality issues based on data trends and root cause analysis and works with operating components to implement and facilitate quality improvements. The Office develops software and techniques that identify and correct errors, and provides automated assistance to technicians and managers. The Office also develops models that allow managers to assess the effect of business process or policy changes, and changes in staffing plans, provides sophisticated analysis on the probability of meeting agency goals and targets, and provides horizontal agency-wide data analytics based on authoritative data sources and geospatial visualizations. The Office supports the agency's data quality activities and manages updates, and designs quality selection models across operating components.
- I. **The Office of Anti-Fraud Programs (OAFP)** provides centralized oversight of and accountability for the agency's anti-fraud initiatives. The Office provides leadership and direction to SSA's anti-fraud framework, leads a comprehensive approach to agency fraud prevention, and aligns anti-fraud efforts with industry standards.

IV. **The Office of the Deputy Commissioner, Communications (DCComm)** is the SSA component responsible for the conduct of the Agency's national public information/public affairs (PI/PA) programs. Performs SSA Press Office function to ensure a unified and consistent message to SSA's many audiences. 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. Creates, develops, facilitates, implements, oversees and evaluates all SSA communications and PI/PA activities, both internal and external. Cultivates and maintains effective working relationships with a wide range of national organizations, advocacy groups, other Federal agencies, State and local governments, the White House, and the media. Promotes full and open participation in the communications process between and among the public and SSA employees at all levels. Coordinates the non-English communications activities

within SSA. Additionally, responds to high priority correspondence and public inquiries; maintains an evaluation program that measures efforts to meet the communications needs of the public and SSA employees; produces PI/PA material designed to provide SSA's various audiences with timely information about Social Security programs, protections, rights and 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 who are directly or indirectly involved in SSA PI/PA activities nationwide. Responsible for assessing and offering improvements to agency notices. Leads the agency in fostering broader citizen participation through the use of emerging collaborative technologies.

- A. **The Press Office** responds to media inquiries relating to the Social Security and Supplemental Security Income programs. It prepares press releases and arranges press conferences for the national press corps.
- B. **The Office of Communications Planning and Technology (OCPT)** directs the Agency's overall information and communications technology activities to ensure full public knowledge and understanding of the programs administered by SSA. Formulates SSA's measures, objectives, policies, standards and guidelines for public information programs and related communications technology applications designed to inform the general public of the provisions of the programs administered by SSA. Prepares and disseminates a wide variety of internal and external PI/PA materials ranging from program pamphlets and information packets to broadcast quality video productions. Provides direct and indirect programmatic support through the use of state-of-the-art media, methods and technology. Evaluates the quality of all information materials used within and external to SSA to ensure a uniformly high-quality product and assists in the design, development and delivery of PI/PA training in SSA. Serves as a focal point for all issues involving the development, clearance and placement of content material on SSA's official Internet/Intranet websites. Responsible for the development, content, and coordination of SSA's internal and external Web marketing activities.
- C. **The Office of External Affairs (OEA)** implements PI/PA programs and activities designed to develop, enhance and preserve good working relationships with the general public and a wide variety of national organizations, advocacy groups and other governmental organizations with an interest in SSA programs. Manages SSA-wide communications initiatives through a national framework of headquarters, regional and local PI/PA delivery strategies and processes. Deals directly with SSA employees and major stakeholder groups promoting a meaningful exchange of ideas, opinions and points of view. Facilitates the ongoing operational dealings between these external organizations and SSA headquarters and field components involved in local PI/PA activities. Conducts

evaluation and assessment of the results and effects of PI/PA material produced by the Office of Communications and other SSA components. Provides operational oversight over the activities of the Regional Public Affairs Officers and all other national and local communications and public contact activities.

- D. **The Office of Public Inquiries (OPI)** provides a central receipt, control, acknowledgment, response and referral program for high priority and other inquiries addressed to SSA Headquarters. Develops correspondence policy and procedure and guide language on recurring topics and issues for use throughout the Agency.

- V. **The Office of Disability Adjudication and Review (ODAR)** administers the nationwide Disability Adjudication and Review program for the Social Security Administration (SSA). Provides the basic mechanisms through which individuals and organizations dissatisfied with determinations affecting their rights to and amounts of benefits or their participation in programs under the Social Security Act may administratively appeal these determinations in accordance with the requirements of the Administrative Procedure and Social Security Acts. ODAR includes a nationwide field organization staffed with Administrative Law Judges (ALJs) who conduct impartial hearings and make decisions on appeals filed by claimants, their representatives, providers-of-service institutions and others under the Social Security Act. The Appeals Council of ODAR impartially reviews ALJ decisions, either on the Appeals Council's own motion or at the request of the claimant, and renders the Commissioner's final decision when review is taken. Reviews new court cases to determine whether the case should be defended on the record or the Commissioner should seek voluntary remand, and reviews final court decisions in light of the programmatic and administrative implications involved and makes recommendations as to whether appeal should be sought. Provides advice and recommendations on Social Security Administration (SSA) program policy and related matters, including proposed Social Security Rulings.

- A. **The Office of Appellate Operations (OAO)** consists of the Appeals Council and its support staff. In accordance with a direct delegation of authority from the Commissioner of Social Security, the Appeals Council is the final level of administrative review under the Administrative Procedure Act for claims filed under Titles II and XVI of the Social Security Act, as amended. The Executive Director of OAO is the Deputy Chairperson of the Appeals Council and is responsible for the day-to-day operations of a program of administrative review of ALJ decisions issued under the provisions of the Social Security Act. Upon claimant request or on the Appeals Council's own motion, reviews ALJ decisions and dismissals involving claims for benefits filed under Titles II and XVI of the Social Security Act, as amended. The Appeals Council may identify cases that raise important questions of law or policy, and conduct oral argument before

issuing decisions in such cases. Based upon its review of these or other cases, the Council may establish binding adjudicatory standards and decisional principles that govern ODAR's adjudicatory process. Tracks and analyzes court case trends and disseminates information to guide adjudicators with respect to case law, to implement an effective appeals strategy, and to identify areas and make recommendations as to policies which need to be developed and/or clarified, new regulations which need to be developed or clarifying legislation that should be sought. Also administers the congressional and public inquiries activities for ODAR.

- B. **The Office of Executive Operations and Human Resources (OEOHR)** provides executive support to the Deputy Commissioner and Assistant Deputy Commissioner for all issues pertaining to high-level audits conducted by Government Accountability Office (GAO), the Office of the Inspector General (OIG), and other external organizations; training and professional development; performance management; ethics program; human resources development, and in collaboration with the Office of Labor Management and Employee Relations (OLMER), labor management and employee relations for ODAR Headquarters and field offices nationwide. Facilitates the processing of appointments and extensions of senior administrative law judges. Manages an effective performance management program, ensuring fair and equitable treatment of all employees. Manages Ethics program for ODAR, including reviewing outside activity requests, monitoring mandatory ethics training and financial disclosures, and advising on matters involving potential conflicts of interest. Manages ODAR training and professional development programs nationwide. For all areas within its purview and areas of responsibility, assesses trends and identifies areas requiring improvement to enhance the quality and effectiveness of programs in ODAR Headquarters and field offices nationwide, and exercises authority for these functions. Manages ODAR's progress towards meeting established Agency initiatives in areas of responsibility and makes recommendations for needed adjustments to enable ODAR to meet these goals.
- C. **The Office of Budget, Facilities and Security (OBFS)** provides executive support to the Deputy Commissioner and Assistant Deputy Commissioner for all budget, finance and acquisitions; facilities and other materiel resources; and security activities and issues for ODAR. Has responsibility, accountability, and authority for these activities for ODAR Headquarters' components and the field, including regional and hearing offices nationwide. Serves as the ODAR lead for planning, developing and executing ODAR's budget and financial management programs. Represents ODAR on competitive sourcing issues including the Federal Activities Inventory Reform (FAIR) Act. Provides oversight and leadership for the Advanced Procurement Plan (APP) for ODAR Headquarters

and its field offices. Serves as ODAR's point of contact for micro-purchase and component planning coordination, ratifications over \$500.00, and liaison with the Office of Acquisition and Grants (OAG) for national acquisition issues. Plans, directs, and coordinates the administrative support services (materiel resources) program for ODAR. Provides oversight and leadership of ODAR's nationwide physical and systems security operations, including physical security, protective security, classified information security, and civil defense. Responsible for coordinating and integrating budget, facilities, materiel resources, and security programs and initiatives for ODAR into SSA's long-range goals, objectives, and performance metrics. Monitors ODAR's progress toward meeting established Agency goals and makes recommendations for needed adjustments to enable ODAR to meet these goals. Identifies areas requiring improvement to enhance the quality and effectiveness of areas within its line authority and assesses trends in these areas and applicability to usage and functionality within ODAR.

- D. **The Office of Electronic Services and Strategic Information (OESSI)** provides executive support to the Deputy Commissioner and Assistant Deputy Commissioner for all issues pertaining to the integration of ODAR's electronic disability initiatives into ODAR's business processes. Serves as the Agency executive lead in developing ODAR's automation initiatives protocols and information technology strategy consistent with SSA's systems architecture. Is the primary point of contact for all ODAR management information issues and acts as the official source for the production and interpretation of ODAR management information. Monitors ODAR's progress towards meeting established Agency goals and makes recommendations for needed adjustments to enable ODAR to meet these goals. Plans, directs, administers and/or evaluates electronic initiatives, automation support, information technology and management information activities for ODAR nationwide. Identifies areas requiring improvement to enhance the quality and effectiveness of areas within its line authority and assesses trends in these areas and applicability to usage and functionality within ODAR.
- E. **The Office of the Chief Administrative Law Judge (OCALJ)** directs a nationwide field organization consisting of 10 regional offices, 168 hearing offices (including 6 satellite offices), 5 national hearing centers, and 2 national case assistance centers. Hearing sites are staffed with ALJs who conduct impartial "de novo" hearings and make decisions on appealed agency determinations. Each year, more than 1,300 ALJs render over 700,000 decisions at the hearing level.

VI. **The Office of the General Counsel (OGC)** advises the Commissioner on legal matters, is responsible for providing all legal advice to the Commissioner, Deputy Commissioner, and all subordinate organizational components (except OIG) of SSA in

connection with the operation and administration of SSA. Responsible for the policy formulation and decision making related to the collection, access, and disclosure of such information in the records of the Social Security Administration; and processing of Freedom of Information requests and appeals (under the Freedom of Information and Privacy Acts).

- A. **The Office of General Law (OGL)** provides all legal services to the Commissioner and every Headquarters component of the Agency on all non-program legal issues affecting the Agency's operations and employees.
- B. **The Office of Program Law (OPL)** is responsible for providing a full range of legal services and advice (including administrative and court litigation) to the Social Security Administration (SSA) related to the operation and administration of its various programs under the Social Security Act. OPL is responsible for drafting and/or reviewing SSA regulations, Federal Register materials, and legal instruments within OPL's areas of jurisdiction; proposals for legislation and specifications for such proposed legislation; reports and letters to congressional committees, the Office of Management and Budget, and others on proposed legislation and legislative matters and proposed testimony of SSA officials before Congress. OPL also coordinates program litigation strategy nationwide and is responsible for comprehensive analyses of litigation trends. OPL represents SSA, in concert with the Department of Justice, in litigation challenging its policies and procedures, the constitutionality of provisions of the Social Security Act, and benefit claim determinations.
- C. **The Office of Privacy and Disclosure (OPD)** develops and interprets SSA policy governing the collection, use, maintenance and disclosure of personally identifiable information under the Privacy Act, section 1106 of the Social Security Act, section 6103 of the Internal Revenue Code and related privacy statutes and regulations. OPD also develops national guidelines and assists in policies related to requests for information made under the provisions of the Freedom of Information Act (FOIA). It develops national standards relating to the release and exchange of personal data in SSA databases to Federal, state, and local agencies, and serves as the Agency's focal point for all programmatic data sharing activities with outside organizations. It ensures Agency-wide sensitivity to the importance of privacy considerations in all situations involving disclosure of SSA data about individuals and ensures necessary privacy protections are built into new systems and processes developed to deliver more efficient service to Agency customers. In this capacity, it serves as the Agency's focal point for conducting and preparing Privacy Impact Assessments under the E-Government Act of 2002. It reviews Agency projects and initiatives to ensure compliance with the Privacy Act and related laws and regulations. It examines public service issues related to handling various information requests from the public. It acts on Privacy Act and FOIA

appeals. It directs FOIA activities in SSA, develops SSA's FOIA policies and procedures, prepares the Annual Report to Congress on these activities, and reviews requests and determines whether records are required to be disclosed to members of the public.

VII. **The Office of the Deputy Commissioner, Human Resources (ODCHR)** directs the administration of comprehensive SSA human resources programs including: human capital and planning initiatives, personnel management, labor management relations, employee relations, civil rights and equal opportunity, and training.

- A. **The Executive and Special Services Staff (ESSS)** develops and implements all SSA policies and activities relating to the Agency's executive level personnel management program. Recruits for and places individuals in positions in the Senior Executive Service (SES) in accordance with OPM regulations. Provides staff support to the Executive Resources Board in administering a systematic program to manage SSA's executive and professional resources and ensuring the appropriate selection of candidates to participate in official executive development programs. Provides staff support to the Performance Review Board in reviewing performance plans and subsequent appraisals of career and non-career executives in SES and employees in equivalent level positions.
- B. **The Office of Personnel (OPE)** directs a comprehensive SSA personnel management program. It develops, implements and maintains fully integrated and coordinated personnel policies and procedures responsive to the needs of SSA. OPE manages personnel programs that include: personnel policy and research, personnel data, position classification and organization management, job placement, employee counseling, personnel management evaluation, employee assistance services, personnel information planning, employee recognition, health services, workforce planning and evaluation, HR accountability and employee benefits including health and retirement. The office designs, and puts into practice, an SSA-wide program of Personnel Security and Suitability for employees and contractors, administers the SSA Drug Free Workplace program and directs the development and operation of SSA's Workers' Compensation program.
- C. **The Office of Labor-Management and Employee Relations (OLMER)** is directly responsible to the Deputy Commissioner for Human Resources for carrying out OLMER's mission and for providing general supervision to the major components of OLMER. The Office manages the SSA labor management relations program, including the development and evaluation of the program and the formulation of SSA-wide labor management relations policy.
- D. **The Office of Civil Rights and Equal Opportunity (OCREO)** is directly responsible to the Deputy Commissioner for Human Resources for carrying out

OCREO's mission and for providing general supervision to the major components of OCREO. The Office provides overall management of the SSA-wide programs of civil rights and equal opportunity, including the development of SSA-wide civil rights and equal opportunity policy.

- E. **The Office of Learning (OL)** is directly responsible to the Deputy Commissioner for Human Resources for carrying out OL's mission and for providing general supervision to the major components of OL. The Office manages and administers a national training program to enhance SSA's capability of providing effective and efficient service to the public. It develops and issues Agency wide policies, procedures and operational guidelines for the design, development, implementation, maintenance and evaluation of all SSA training activities. It directs the financial management of training monies to ensure accountability of money spent to train and develop the Agency's employees.

VIII. **The Office of the Inspector General (OIG)** is directly responsible for meeting the statutory mission of promoting economy, efficiency and effectiveness in the administration of Social Security Administration (SSA) programs and operations and to prevent and detect fraud, waste, abuse, and mismanagement in such programs and operations. To accomplish this mission, the OIG directs, conducts and supervises a comprehensive program of audits, evaluations and investigations, relating to SSA's programs and operations. OIG also searches for and reports systemic weaknesses in SSA programs and operations, and makes recommendations for needed improvements and corrective actions.

- A. **The Office of Investigations (OI)** conducts and coordinates investigative activity related to fraud, waste, abuse, and mismanagement in Social Security Administration programs and operations. This office serves as OIG's liaison to the Department of Justice on all matters relating to the investigation of SSA programs and personnel. OI also conducts joint investigations with other Federal, State and local law enforcement agencies.
- B. **The Office of Audit (OA)** conducts and supervises comprehensive financial and performance audits of SSA's programs and operations and makes recommendations to ensure that program objectives are achieved effectively and efficiently. OA also conducts short-term management and program evaluations, and other projects on issues of concern to SSA, the Congress, and the general public.
- C. **The Office of the Counsel to the Inspector General (OCIG)** provides independent legal advice and counsel to the Inspector General on a wide range of issues, including statutes, regulations, legislation, and policy directives. OCIG also administers the CMP program, imposing penalties and assessments and providing settlement and litigation of CMP cases. OCIG may impose civil

monetary penalties against violators of sections 1129 and 1140 of the Social Security Act.

- D. **The Office of Communications and Resource Management (OCRM)** directs all OIG external and public affairs activities and provides administrative, management, and IT support to the Inspector General and OIG components.

IX. **Mission The Office of the Deputy Commissioner, Legislation and Congressional Affairs (DCLCA)** develops and conducts the legislative program of SSA, serves as the focal point for all legislative activity in SSA, analyzes legislative and regulatory initiatives and develops specific positions and amendments. The Office evaluates the effectiveness of programs administered by SSA in terms of legislative needs, and analyzes 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. It provides advisory service to SSA officials on legislation of interest to SSA pending in Congress. It also provides legislative drafting to officials within the Executive Branch, congressional committees, individual Members of Congress and private organizations interested in Social Security legislation. It establishes and maintains a working relationship with all Members of Congress. It serves as SSA's information gathering and dissemination staff on congressional activities affecting SSA programs and handles certain claims and administrative matters that are particularly urgent or sensitive to Members of Congress.

- A. **The Office of Legislative Development and Operations (OLDO)** develops and evaluates legislative proposals for changes in the Social Security program. Reviews regulations dealing with the Social Security program including inter-program relationships to assure cross-program consistency with policy requirements and decisions. Reviews legislative proposals for consistency with existing program goals, philosophy and program requirements. Provides technical and advisory services to other agencies within the Executive Branch, congressional committees, State officials and private organizations having an interest in Social Security programs or emerging legislative issues. Provides analytical support on broad programmatic issues. Identifies and analyzes far-reaching economic, political and societal issues that impact/influence the development and modification of Social Security program policies and procedures. Collects, stores, and maintains information needed to respond to Congressional and White House inquiries. Tracks legislative history of the Social Security programs. Recommends methods for coordinating the protection afforded under the Social Security Act with that afforded under other public and private benefit programs. Maintains productive relationships with all members of

Congress on behalf of the Agency. Provides administrative, budgetary, and computer support and other assistance on the full range of their responsibilities.

- B. **The Office of Congressional Affairs (OCA)** serves as a consultant to the Deputy Commissioner, Legislation and Congressional Affairs with regard to establishing and maintaining effective congressional relationships. Focuses on legislative relationships for planning and coordination among Executive Branch offices/Agencies and Hill components. Establishes and maintains liaison functions with the White House, other Executive Branch Agencies, and Congressional offices. Networks with counterparts in other agencies to foster a coordinative approach to legislative strategy. Directs the activities of the Washington, D.C., DCLCA staff in carrying out activities related to liaison with the Hill and coordination with other Agencies.
- X. **The Office of the Deputy Commissioner, Operations (DCO)** directs and manages central office and geographically dispersed operations installations. It oversees regional operating program, technical, assessment and program management activities. It directs studies and actions to improve the operational effectiveness and efficiency of its components. It promotes systems and operational integration and defines user needs in the strategic planning process. It determines automation support needs for Operations components. It oversees the coordination and implementation of SSA's policies for the electronic delivery of Agency services to the public. This Office defines user concerns in the development of operational and programmatic specifications for new and modified systems, including the evaluation and implementation phases. When mutually agreed, provides support to the Office of Disability Adjudication and Review (ODAR) and/or specific State Disability Determination Services. Provides budget and management guidance for the disability claims activities as carried out by the State Disability Determination Services (DDS).
- A. **The Office of Public Service and Operations Support (OPSOS)** provides operations analysis, program support, service to the public and employee services for the Deputy Commissioner for Operations (DCO), and conducts studies and analyses. Provides broad operations support to FOs, TSCs, PSCs, and OCO. OPSOS also integrates operational delivery of public services under the RSDI, SSI and health insurance (HI) programs for domestic beneficiaries and delivery of RSDI program services for foreign beneficiaries. Provides broad operations support to the maintenance of activities associated with the overall effectiveness and efficiency of the DCO components. Coordinates and implements a comprehensive DCO nationwide program to focus on systems security and programmatic fraud. Directs and coordinates internal management support functions to ensure effective position management, workforce utilization, and management analysis and planning. Directs the overall DCO budget process.

Plans, implements, manages and assesses the interrelated duties of delivery of SSA program and related services to the public.

- B. **The Office of Telephone Services (OTS)** plans, implements, operates and evaluates SSA telephone service to the public delivered by way of the national 800 Number and SSA FOs. It plans and conducts studies, pilots and analyses of 800 Number and FO telephone operations to assess and improve the service provided. It provides direct support to 36 TSCs and approximately 1,300 FOs, including developing and communicating uniform operating policies and procedures. It maintains close, effective working relationships with SSA policy, program and administrative components, with other Federal agencies, and with vendors which have important roles in the delivery and evaluation of SSA telephone service to the public. It also manages SSA national 800 Number network operation, designs and administers call routing plans, continuously monitors call handling, and adjusts routing to handle emergency situations and to maximize call answering effectiveness and efficiency.
- C. **The Office of Central Operations (OCO)** provides executive direction and leadership for the nationwide establishment and maintenance of basic records supporting Social Security programs, foreign claims operations and OCO disability operations. It manages centralized records operations and a stand-alone data operations center (DOC). The Office receives and processes Social Security earnings reports from private and governmental employers and adjustments or corrections to posted earnings. The Office maintains Social Security enumeration and earnings records in various media and conducts an ongoing data exchange with the Treasury Department to compile and verify individual earnings data. It directs the OCO processing of claims under disability benefits programs and maintains beneficiary rolls. It directs the OCO initial adjudication and reconsideration of disability claims excluded from State agency jurisdiction and directs the OCO authorization of disability and auxiliary claims not authorized by Field Offices (FOs) at the initial, reconsideration and appellate levels. It determines whether and when eligibility or payments should be terminated, suspended, continued, increased or reduced in amount. It recovers or waives recovery of amounts incorrectly paid to beneficiaries. It directs the development, adjudication and authorization of payments or disallowance of claims for Retirement, Survivors and Disability Insurance (RSDI) benefits filed by persons in foreign countries; determines eligibility for Medicare on related claims; and determines entitlement to benefits based on international Social Security agreements. It serves as the liaison on operational issues which affect the administration of the United States Social Security program abroad, with the Department of State, other Federal agencies, agencies of foreign governments and private organizations. When mutually agreed, provides support to the Office of

Disability Adjudication and Review (ODAR) and/or specific State Disability Determination Services (DDS). It provides executive leadership and direction for the provision of personnel management and administrative support for all components within OCO. It maintains a broad overview of administrative operations to ensure effective coordination of all component activities.

- D. **The Office of Electronic Services and Technology (OEST)** is responsible for multiple high-level agency functions. OEST is the lead for SSA's development and implementation of electronic services. The organization also works with other Federal agencies on interagency electronic service delivery initiatives. In addition, OEST is responsible for integrating service delivery and employee concerns with modern technology. It determines and defines DCO requirements for software, hardware and electronic service delivery support. OEST directs user evaluations of new technology ensuring that technology considered for adoption meets DCO needs. It also coordinates all implementation activities. OEST develops, implements and administers evaluative tools for hardware purchases, software development and electronic service delivery. It ensures that the most recent appropriate technology is integrated into the operations of all DCO components.
- E. **The Office of Disability Determinations (ODD)** provides operational standards, instructions, operational and procedural advice, technical support, and management direction to headquarters, regional and field components and State agencies in support of the SSA-administered disability programs. Processes State agency workloads on a temporary or transitional basis and evaluates the impact of policy and procedural changes in State agency operations. **Phone: 410-965-1170**

- XI. **The Deputy Commissioner, Retirement and Disability Policy (DCRDP)** is the principal advisor to the Commissioner of Social Security on major policy issues and is responsible for all major activities in the areas of strategic and program policy planning, policy research and evaluation, statistical programs, and overall policy development, analysis and implementation. The Office of the Deputy Commissioner, RDP serves as the Agency lead spokesperson in presenting policy proposals and analysis within and outside the Executive Branch. The Office directs and manages the planning, development, issuance, and evaluation of operational policies, standards, and instructions for the Retirement and Survivors Insurance, Disability Insurance, Supplemental Security Income (SSI) program, and other SSA programs. The Office assists in achievement of consistency in program policy across programs administered by SSA. The Office is involved in analyses of legislative and regulatory specifications and budgetary impacts of legislation on programs administered by SSA. The Office produces, presents, supports, and publishes OASDI and SSI program data, statistics, research, analyses, and reports that detail trends and effects of the programs on recipients and potential recipients. It explains impacts of reform proposal options to enhance program provisions or solvency.

The Office develops and evaluates demonstrations and studies that support the policy development of SSA. The Office works with the Department of Treasury on issues of policy relating to the Federal Insurance Contributions Act and the Self-Employment Contributions Act, including such matters as definition of wages and implementation of laws. It manages a nationwide network of medical, psychological, and vocational experts who assist Administrative Law Judges (ALJs), the Decision Review Board (DRB), State Disability Determination Services(DDS) and the Office of Quality Performance(OQP) in making disability determinations and decisions. It directs formulation of Agency policy regarding related government programs that affect SSA programs and/or operations and negotiates related agreements with other agencies. It evaluates the effectiveness of national policies in meeting both short and long-term program goals. It provides executive level, enterprise wide oversight of all data exchanges (programmatic and non-programmatic), develops and approves policies and strategies for the agency's unified data exchange business process, and serves as the Co-Chair of the Data Integrity Board (DIB) Executive Steering Committee. It serves as SSA's focal point for international program policy matters and for its participation in the international Social Security community. The Office negotiates international "totalization" agreements with foreign governments.

- A. **The Office of Income Security Programs (OISP)** provides SSA-wide leadership and direction to the development, coordination and promulgation of Retirement and Survivors Insurance (RSI) and Supplemental Security Income (SSI) policies and procedures. It develops, coordinates, evaluates and issues the policies, standards and instructions for the RSI and SSI programs. The Office develops agreements with the States and other agencies that govern State supplementation programs, food stamps, and fiscal reporting processes. The Office of Income Security Programs is responsible for all aspects of SSA's policy process and the migration of RSI and SSI program services to the Internet.
- B. **The Office of Research, Evaluation and Statistics (ORES)** is a principal statistical unit of the U.S. federal government and is responsible for developing and conducting SSA's research and statistical programs regarding the Social Security retirement and disability programs and the Supplemental Security income program. This Office conducts broad analyses of major social and economic trends and their impact on Social Security and income assistance program policy. Topics of research include evaluation of income security, the effects of Social Security and income assistance programs on the economy, and the financing, and the adequacy of cash benefits. This Office plans and directs studies to evaluate the effects of proposed policy changes on individuals, the economy, SSA programs and the interactions among these programs, other tax and income-transfer programs, and economic, social and demographic forces. Short and long-term research on the disabled population, work incentives,

assessment tools, and impact of current and emerging medical technologies on SSA disability financing and income assistance programs are conducted by the Agency under the oversight of this Office. This Office is also responsible for designing, implementing and assessing the results of models that analyze the impact of present programs, program alternatives, and proposed changes in policy. This Office establishes linkages of SSA data with data from other statistical and record systems and prepares and manages administrative data systems to support research and analysis. It produces for public consumption a wide range of statistics on SSA programs and beneficiaries as well as earnings among workers in the economy.

- C. **The Office of Retirement Policy (ODP)** provides policy analysis and policy development in retirement and survivors insurance programs. This Office is responsible for the development of social insurance, financing and economic policy for the Agency. Conducts broad analyses of major social and economic trends and their impact on social insurance policies.
- D. **The Office of Data Exchange and Policy Publications (ODEPP)** provides executive level, enterprise wide oversight of data exchanges (programmatic and non-programmatic). Develops and approves policies and strategies for the agency's unified data exchange business process. Serves as the agency point of contact for data exchange proposals from external entities. Ensures that data exchange activities align with agency priorities, statutory requirements, and resources. Acts as the Co-Chair of the Data Integrity Board (DIB) Executive Steering Committee (ESC). Conducts research and analysis to identify areas and opportunities for continuous improvement. Provides broad strategic planning and vision for SSA's data exchange program. Provides expert advice and support to the Deputy Commissioner and Assistant Deputy Commissioner on the technology that supports Agency-level projects and initiatives that impact the Agency's policymaking processes. It provides user support to all its ORDP components. It directs all systems activities supporting the Agency's electronic programmatic instructional system.
- E. **The Office of International Programs (OIP)** serves as SSA's focal point for international program policy matters and for its participation in the international Social Security community. Negotiates international "totalization" agreements with foreign governments. These agreements promote foreign business investment. Formulates policies that determine how the SSA program operates in the foreign arena. Develops the policies that determine how our program operates worldwide. Processes citizens' requests for Certificates of Coverage. Represents our agency and our country at meetings of international social security organizations and in meetings with our counterparts at other Federal agencies.

Represents the views of the United States at meetings of international and social security organizations.

- F. **The Office Disability Policy (ODP)** plans, develops, evaluates and issues substantive regulations, policies and procedures for the SSA administered disability programs. Provides expert advice and supports SSA's disability determinations process. Develops and promulgates policies and guidelines for use by State, Federal or private contractor providers that implement the disability provisions of the Social Security Act, as amended. Evaluates the effects of proposed legislation and legislation pending before Congress to determine the impact on the disability programs and ensures that interrelated policy areas are coordinated. Provides medical reviews by medical consultant contractors for State Disability Determination Services, Federal disability adjudicators, the Office of International Operations, and the Federal quality review process.
- G. **The Office of Research, Demonstration, and Employment Support (ORDES)** provides broad program analysis and development in support of the Disability and Supplemental Security Income (SSI) programs and directs studies of program policy related to the development and evaluation of disability and SSI program initiatives and legislative and policy proposals. The Office plans, develops, evaluates, issues and administers operational policies that implement provisions in the Social Security Act and related statutes promoting or otherwise facilitating the employment of Disability Insurance and Supplemental Security Income Program beneficiaries with disabilities. Plans and directs a program to assess and evaluate beneficiary needs in the areas of rehabilitation and employment support. Provides operational advice, technical support and direction to central office, regional office and field components in the administration of employment support programs and policies. Implements legislation and analyzes the effects of policy and regulatory changes to determine the operational impact on employment support programs. Provides assistance in educating the public about disability program work incentives, rehabilitation, other forms of employment support and proposed program changes. Establishes and maintains relationships with parties interested in the employment of persons with disabilities. Engages in broad-based efforts in partnership with other public and private entities to remove employment obstacles encountered by disability program beneficiaries. Promotes process innovation and cooperation among its partners and stakeholders. The Office maintains awareness of issues concerning the broad program policy environment including Congress, the private sector and other government agencies, and ensures the Agency's policy and research agendas consider and reflect these points of view. Identifies trends in the SSI and the disability programs and compiles and analyzes data on various aspects of those programs. Designs, implements and evaluates demonstration projects to target special populations and

program issues. Researches and develops occupational information tailored for the Agency's disability programs; conducts studies and program analyses in light of the occupational information gathered. Formulates Agency policy regarding crosscutting programs or issues related to disability and/or income assistance programs and works with other agencies, including the Department of Health and Human Services, towards this end.

XII. The Office of the Deputy Commissioner/Chief Information Office, Systems (ODCS)

directs the conduct of systems and operational integration and strategic planning processes, and the implementation of a comprehensive systems configuration management, data base management and data administration program. Initiates software and hardware acquisition for SSA and oversees software and hardware acquisition procedures, policies and activities. Directs the development of operational and programmatic specifications for new and modified systems, and oversees development, validation and implementation phases. In addition, as the Chief Information Officer (CIO) participates as a member of the Federal CIO Council. The CIO is the focal point for SSA's application of the Clinger-Cohen Act IT management reforms. Responsible for managing SSA's IT investment process and assesses the performance of the agency's major IT investments. Manages and directs SSA's overall information systems security program.

A. **The Office of Telecommunications and Systems Operations (OTSO)** directs, manages and coordinates the planning, acquisition, implementation, security, operation and maintenance of SSA's computer systems operations, and plans, implements and evaluates SSA's communications technology and systems. It directs and coordinates the transition, implementation and operation of current/ongoing operating systems support software, including diagnostic software. It is responsible for evaluating current and emerging communications technologies and for designing, acquiring, implementing, operating and maintaining new integrated telecommunications systems combining voice, data, video, facsimile and other SSA communications requirements. OTSO directs, manages and coordinates the planning, analysis, design, acquisition, implementation, operation and maintenance of SSA's existing telecommunications systems. It manages the telecommunications operations complexes located at the Central Office, Regional Offices and field sites. It is responsible for SSA's comprehensive voice communication management program. OTSO interfaces with other systems components in the transition and implementation of redesigned programmatic and administrative systems to progressively replace existing application systems. It manages the computer operations complex which processes SSA's programmatic support, administrative, management information and statistical application systems. OTSO conducts

continuing assessments and engineering analyses of the computer operations, as well as equipment performance analyses and coordinates the implementation of necessary improvements to existing resources. It directs and coordinates the activities associated with the planning, management, acquisition, procurement and renewal of ADP equipment, software and technical services for SSA to maintain operational systems and to prevent progressive deterioration. OTSO develops, controls and implements operational plans which include the preparing of technical specifications, evaluation criteria, acceptance test criteria, facilities engineering plans and budget estimates to maintain operational systems. It advises the Deputy Commissioner, SSA Executive Staff and external monitoring authorities such as the General Services Administration, the General Accounting Office, the Office of Management and Budget and Congress on SSA's computer systems operations.

- B. **The Office of Systems Electronic Services (OES)** directs the development of the SSA-wide mission critical software applications that support the Agency's Electronic Service Delivery (ESD) initiatives. It performs long range planning and analysis, and the design, development, implementation and maintenance of eGovernment solutions in support of SSA's social insurance and income maintenance programs. These applications will provide access to SSA services over such service delivery channels as the Internet, Extranet, 800# and direct service data collection channels. It provides a means for the public to have direct access to selected SSA services. It participates in the coordination of general systems requirements definition among key SSA stakeholders, and representatives of the user community. It maintains a comprehensive software engineering program that provides tools, and a software infrastructure in support of SSA's eGovernment development goals. It defines the agency standards for Internet software development. It conducts software validation and testing for all Internet software solutions required to run on, or extract data from, any of SSA's host processor's or its mission critical systems and creates the necessary ESD management information to satisfy SSA's global management information requirements.
- C. **The Office of Applications and Supplemental Security Income Systems (OASSIS)** directs, develops and coordinates information technology requirements, application programs and management information systems for new and modified systems in direct support of the SSI, Quality Assurance, Customer Help Information and Representative (Rep) Payee programs. OASSIS is responsible for most phases in the systems development life cycle. These responsibilities include determining automation solutions for user needs, developing software systems specifications, analyzing existing computer

applications, preparing recommendations (including costs and benefits of alternatives), software design and development, testing and validating systems, implementing security standards, documenting systems, accepting systems on behalf of SSA's user community and conducting post-installation evaluation. OASSIS is responsible for long-range planning and analyses to define new and improved systems processes for OASSIS in support of Agency needs and maintains a comprehensive, updated and integrated set of system requirement specifications and software programs. OASSIS implements systems required by new legislation, regulations and SSA policy directives. Based on input from users, OASSIS translates organizational information requirements and priorities into plans and, develops and maintains systems plans. OASSIS validates computer programs that are part of SSA's large, integrated, programmatic systems against user-defined requirements and performance criteria, and approves the resulting system for operational acceptance. It develops procedures and instructions to support user needs in effective implementation of all systems. OASSIS handles the oversight of the SSA functions for Program Management Health IT within SSA as well as external coordinating and collaborating.

D. **The Office of Earnings, Enumeration and Administrative Systems (OEAS)**

designs, develops, and maintains SSA's earnings, enumeration and administrative systems. Responsibilities include the development of functional requirements for new systems and modifications to existing systems. The office evaluates the effect of proposed legislation, policies, regulations and management initiatives to determine the impact on these systems and develops information requirements and procedures as they relate to such legislation, regulations and SSA policy directives. It directs the coordination of user requirements with SSA central and regional operations to ensure that user needs are accurately captured and defined. The office develops automated solutions, including the procurement of commercial software products. It tests and validates software to assure that user requirements have been met, and conducts post-implementation reviews of new systems. The broad systems areas for which OEEAS is responsible include: enumeration (SSN) and verification, earnings establishment and employer data, integrity review and audit, work measurement, financial processing and accounting, human resource and payroll, a variety of workload control and tracking applications, and data exchanges with external entities.

E. **The Office of Retirement and Survivors Insurance Systems (ORSIS)** is responsible for programmatic and management information systems which support the Nation's Retirement and Survivors Insurance program and Medicare enrollment, including initial claims, post-entitlement, payments, audit, integrity

review, Treasury operations and notices. ORSIS is also responsible for Post-entitlement activities associated with the Disability program. ORSIS designs, develops, coordinates and implements new or redesigned software to meet SSA's automation needs in the broad area of title II programmatic processes for such areas as earnings, eligibility/entitlement, pay/computations and debt management. The Office is responsible for long-range planning and analysis to modify existing systems and define new systems for ORSIS in support of the Agency's mission and operational and management information needs. It evaluates the effect of proposed legislation, policies, regulations and management initiatives to determine the impact on these systems and develops requirements and procedures to implement required changes. ORSIS is responsible for both programmatic and management information applications through each stage of the systems lifecycle, including: determining automation solutions for user needs; developing software specifications; designing and developing software programs; testing and validating systems against user-defined requirements; conducting post-implementation reviews; implementing security standards; and maintaining a comprehensive, updated and integrated set of systems requirements, specifications and software documentation. Procedures and instructions are developed to support users in effectively implementing all systems.

- F. **The Office of Disability Systems (ODS)** directs, develops, implements and maintains systems that support the agency's new and modified Disability and health insurance programs. ODS is responsible for all phases in the systems development life cycle up through and including validation. These responsibilities include determining automation solutions for user needs, developing software systems specifications, analyzing existing computer applications, preparing recommendations (including costs and benefits of alternatives), designing and developing software, testing and validating systems, implementing security standards, documenting systems, accepting systems on behalf of SSA's user community, implementing and installing new and modified systems and conducting post-installation evaluation. ODS is responsible for long-range planning and analyses to define new and improved systems processes in support of Agency needs and maintains a comprehensive, updated and integrated set of system requirement specifications and software programs. ODS implements systems required by new legislation, regulations and SSA policy directives. Based on input from users, ODS translates organizational information requirements and priorities into plans and, develops and maintains systems plans. ODS validates computer programs that are part of SSA's large, integrated, programmatic systems against user-defined requirements and performance criteria, and approves the

resulting system for operational acceptance. It develops procedures and instructions to support user needs in effective implementation of all Disability systems.

- G. **The Office of Information Security (OIS)** is responsible for managing and directing SSA's overall information systems security program. OIS develops, manages and provides oversight of functions for agency-wide IT security policies and procedures. OIS's robust IT security program includes: providing security including PII training and awareness and serving as a liaison to components and system developers; protecting the confidentiality, integrity, and availability of SSA's computer systems and information; identifying and implementing risk-based security controls; conducting compliance reviews, evaluating trends, and tracking security metrics to gauge compliance and effectiveness; analyzing risks, vulnerabilities and trends to identify threats and to identify solutions to mitigate threats; and identifying appropriate risk mitigation strategies to support SSA's evolving technology and business processes.

- XIII. **Office of the Chief Strategic Officer (OCSO)** works across organizational boundaries to infuse strategic thinking into the culture, promote innovation, and achieve program performance improvement by fostering coordination, as appropriate, among functional areas such as information technology, human resources, acquisition, financial management, and service delivery. Advises and assists the Commissioner and Deputy Commissioner to ensure that the mission and goals of the agency are achieved through strategic and performance planning; reporting; measurement; analysis; regular assessment of progress; and use of performance information to improve the results achieved. Reports to the Office of Management and Budget (OMB) on the progress we are making in achieving our priority goals and maintains the priority goal data on Performance.gov. Conducts quarterly data-driven reviews and monitors and reports on the progress achieved toward agency performance measures and agency priority goals. Advises the Commissioner and Deputy Commissioner on opportunities to collaborate with other agencies on common goals. Oversees agency strategic and performance planning. Ensures that agency progress toward achievement of all goals is communicated to leaders, managers, and employees in the agency and Congress and made available to the public. Serves as the agency Performance Improvement Officer. Assists the Commissioner and Deputy Commissioner in collaboration with the Chief Human Capital Officer and other agency managers in aligning personnel performance objectives, feedback, appraisals, recognition and incentives structures effectively to advance agency goals and priorities. Assists the Commissioner and Deputy Commissioner in collaboration with the Chief Financial Officer, in evaluating the efficient use of resources

across all agency activities, incorporating the use of performance information in budget preparation and execution. Assists the Commissioner and Deputy Commissioner in collaboration with the Chief Information Officer, in evaluating the efficient use of IT resources across all agency activities. Assists the Commissioner and Deputy Commissioner in making Social Security a more open Agency, using open government tools, techniques and the principles of transparency, participation and collaboration to advance the agency's strategic objectives.

A. **The Office of Performance Management and Business Analytics (OPMBA)**

collaborates with agency components to gather, analyze, and monitor agency performance data and accomplishments and provide quarterly updates to OMB on agency priority goals. Coordinates the development and promulgation of agency wide level planning documents and ensures that the agency's planning process is consistent with the requirements of the GPRA Modernization Act of 2010 and OMB Directives. Produces strategic documents and management information reports that provide timely, objective, and pertinent information regarding the agency's performance achievements and future program initiatives. Provides agency executives and external entities with strategic documents and management information reports to track agency's progress in meeting its strategic goals and objectives. Analyzes agency-wide plans and proposals to identify potential conflicts, synergies, and interdependencies with other plans, projects, and proposals. Supports data-driven decisions, tracks, monitors, and maintains agency-level management information, and performs complex data analyses resulting in comprehensive management information reports that highlight agency progress toward performance objectives and identify areas in need of improvement.

B. **The Office of Strategic Planning and Innovation (OSPI)** conducts long and short-range strategic planning activities and works across organizational boundaries to strengthen the agency's ability to think strategically and continually improve program performance by applying existing evidence that works, generating new knowledge, and using experimentation and innovation to test new approaches to program delivery. Ensures that the agency's strategic direction is aligned with program, policy, legislative, technical and operational planning, and implementation. Provides information, evaluations, and recommendations on all phases of the agency's strategic planning and implementation activities and processes for use in establishing priorities, allocating resources, and formulating management policies and agency initiatives.

C. **The Office of Open Government (OPG)** is responsible for fostering the transparency of agency operations, citizen participation and collaboration. OOG leads agency activities to develop, implement and track progress on plans to

make Social Security a more open agency. It identifies information of the greatest use to the public and assists agency components in making the information available in readily accessible formats. Serves as the agency lead for the government-wide Data.gov portal. Facilitates and encourages the use of emerging collaborative technology to foster broader citizen participation in government business.

XIV. Deputy Commissioner, Chief Technology (DCCT) provides leadership and direction for developing an enterprise approach to how SSA explores, develops and integrates new technology and IT solutions. The office leads the Agency strategy for technology direction, building a technology infrastructure roadmap to plan and design SSA technology platforms to support the Agency's 2025 vision, which includes leading and balancing technology change with SSA service delivery reliability. OCT supports the Administration's Digital Government Strategy to deliver better services to customers at a lower cost. The office is responsible for supporting the SSA Chief Information Officer (CIO) in complying with IT management-related legislation such as the Clinger-Cohen Act of 1996, the E-Government Act of 2002 (eGov Act), and the Federal Information Technology Acquisition Reform Act of 2014 (FITARA), and other IT management policy and guidance promulgated by higher monitoring authorities such as the Office of Management and Budget (OMB) and the General Accountability Office (GAO).

A. **The Office of Digital Services (ODS)** works with diverse groups of stakeholders across the Federal government to improve the digital services that government delivers to citizens and business based on quantitative and qualitative assessments of user needs. The office provides expert advice and guidance for software development methodologies, user interface design and implementation, web application design and architecture, computer operations, systems infrastructure, database systems, and/or computer hardware. ODS provides guidance to the Agency on industry best practices, systems policy and proposals and the development of strategies to ensure that Agency IT projects are meeting their objectives for a more effective user interface for customer- or business-facing applications.

B. **The Office of Enterprise Support, Architecture and Engineering (OESAE)** identifies and provides strategic information technology resources needed to support SSA business processes and operations and the transition processes for researching, demonstrating and implementing new technologies in response to the Agency's strategic vision. It directs the development of SSA's Enterprise Architecture, provides leadership and support for Agency IT Governance and value measurement and assures that the associated standards and procedures are followed to improve the Agency's Programmatic and Management Information/Administrative systems environment. The office directs SSA's data

administration program to ensure data integrity/quality/standards and maintains meta data information about the Agency's Programmatic and Management Information/Administrative data stores. The office directs SSA's database integration and data access activities to improve the administration of the Agency's Programmatic and Management Information/Administrative databases and to implement modern database management systems technology. OESAE directs a comprehensive information technology architecture program to modernize the Agency's infrastructure and establishes enterprise policies for the management of all hardware and software. The office designs, develops and implements the architectures used to manage the storage and routing of document images along with the retention information for these electronic images as they relate to official Agency claims file records. OESAE reviews legislative proposals and monitors the implementation of legislation for Systems. The office manages the development and implementation of standards, methods and procedures for software planning, tracking, requirements, design, development, validation and change control. OESAE plans and administers multi-platform enterprise software development facilities to support applications development and validation personnel. The office designs, develops, implements and maintains automated test methods, test data systems and test utilities for systems-level functional and user acceptance testing of programmatic, administrative and management information systems. It provides support for program/project management and control. OESAE develops security requirements and standards for applications, user access controls, and conducts independent security validation and verification to ensure that the requirements have been properly integrated and are functioning as intended. The office manages a comprehensive technical and project management training program to ensure Systems staff can meet technological challenges and regulatory requirements. OESAE directs the Agency's implementation and management of Service Oriented Architecture, and designs, develops and maintains the architectures to support the content formatting, composition, delivery format and language management for correspondence communications. The office manages SSA's Infrastructure Portfolio which supports the Agency IT planning process and programs.