Office of the Inspector General
SOCIAL SECURITY ADMINISTRATION

Audit Report

Workload Management for Field Offices

Office of the Inspector General
SOCIAL SECURITY ADMINISTRATION

MEMORANDUM

Date: September 17, 2025

Refer to: 042316

To: Frank Bisignano
Commissioner

From: Michelle L. Anderson
Acting Inspector General

Subject: Workload Management for Field Offices

The attached final report presents the results of the Office of Audit's review. The objective was to determine whether Social Security Administration management provided consistent oversight of field office workloads.

Please provide within 60 days a corrective action plan that addresses each recommendation. If you wish to discuss the final report, please call me or have your staff contact Jeffrey Brown, Deputy Assistant Inspector General for Audit.

Attachment

Workload Management for Field Offices
042316

Objective

To determine whether Social Security Administration (SSA) management provided consistent oversight of field office workloads.

Background

Employees in field offices provide in-person services to the public, such as appointments and walk-ins to take benefit applications, issue Social Security number cards, and help people receiving benefits. Most workloads require manual action, such as conducting interviews with beneficiaries and updating SSA systems based on requests and documentation received in the mail from the public.

Field office managers assign work and use workload reports, case clearances, and project deliverables to monitor employees' work and performance. To do so, they use various workload systems.

Each year, SSA publishes performance goals and metrics that support its strategic goals and objectives, including field office priority workload processing, management guidelines, and metrics for SSA to assess field office performance.

To assess workload management processes, we judgmentally selected 64 offices from SSA's 10 regions and interviewed and observed managers. We invited managers at 1,124 field offices to participate in an anonymous survey and received responses from 817 offices.

Results

SSA management generally provided consistent oversight of field office workloads. Based on our interviews and observations of managers in 64 offices and 817 manager survey responses, managers had similar procedures and processes for overseeing their offices' workloads. Field office managers reviewed workloads daily, weekly, and/or monthly depending on the workload type. They reviewed workload listings and reports, prioritized and assigned work to staff, monitored case development and processing, and monitored their offices' progress toward annual goals. However, SSA could improve and update the training it provides field office managers and continue consolidating and standardizing reports, systems, and tools to ensure managers can easily retrieve and interpret the data required to oversee office workloads.

SSA provided managers standardized, Agency-wide training on workload management via video-on-demand, but it included broken links to reports, systems, and tools and some outdated information. Additionally, not all managers received recurring training because not all regions offered the same training. The managers also stated the training materials did not always explain how to manage the workloads. Without updated, ongoing, and targeted training, managers may miss critical information and resources and, as a result, be less efficient and effective as they manage and monitor workloads for their offices.

SSA had over 60 reports, systems, and tools to help managers oversee their field offices' workloads, but they were not centrally located, and many were redundant or outdated. As a result, managers we interviewed and surveyed indicated they did not have time to access all reports, systems, and tools that were available to them. Managers only used those they were familiar with and that were easily accessible. Therefore, they may not have always used the best and most updated resources, which may have caused them to perform their job duties less efficiently.

Recommendations

We made five recommendations for SSA to ensure field office managers have the necessary knowledge and tools to continuously improve Agency performance, including updating trainings, providing refresher training, enhancing written training materials, and consolidating and updating reports, systems, and tools. SSA agreed with our recommendations.

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ABBREVIATIONS

ADO	Area Director's Office
C.F.R.	Code of Federal Regulations
DCO	Deputy Commissioner of Operations
FY	Fiscal Year
GAO	Government Accountability Office
OASDI	Old-Age, Survivors, and Disability Insurance
OIG	Office of the Inspector General
ORC	Office of the Regional Commissioner
SSA	Social Security Administration
SSI	Supplemental Security Income
SUMS	SSA Unified Measurement System
U.S.C.	United States Code
WAC	Workload Action Center

OBJECTIVE

Our objective was to determine whether Social Security Administration (SSA) management provided consistent oversight of field office workloads.

BACKGROUND

SSA operates approximately 1,200 locally based field offices with over 26,000 employees providing in-person services to the public. In Fiscal Year (FY) 2023, SSA served almost 30 million visitors in its field offices. Employees handled in-person appointments and walk-ins to take benefit applications, issue Social Security number cards, and provide assistance to people receiving benefits.[1] The majority of the workloads in field offices require that employees take manual action, such as conducting telephone or in-person interviews with beneficiaries and updating SSA systems based on requests and documentation received in the mail from the public.[2]

All field offices report to an Area Director's Office (ADO), where the area director plans, directs, and coordinates activities for field offices in the area. Each of the 49 area directors is a member of the Office of the Regional Commissioner's (ORC) leadership staff and a key employee in the Office of the Deputy Commissioner for Operations (DCO). ORC employees provide regional program leadership and direction to field office employees for the Old-Age, Survivors, and Disability Insurance (OASDI) and Supplemental Security Income (SSI) programs. Each ORC maintains a broad overview of administrative operations. DCO provides general supervision to the ORCs and oversees SSA's nation-wide network of offices.

Field office managers direct and control their offices' program activities to ensure timely and accurate service.[3] They assign work based on Agency priorities, the size and difficulty of the workload, and employee capability. They also use workload reports, case clearances, and project deliverables to monitor employees' work and performance.[4] Managers use various workload systems that are technically complex and interwoven with other systems,[5] including the Workload Action Center (WAC) and WorkTrack, to assign and monitor employees'

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[1] *Oversight of Federal Agencies' Post-Pandemic Telework Policies: Part II: Hearing Before the Subcommittee on Government Operations and the Federal Workforce of the House Committee on Oversight and Accountability*, 118th Congress (2023) pp. 1, 3 (statement for the record from Oren "Hank" McKnelly II, Executive Counselor to the Commissioner, Social Security Administration).

[2] Additional workloads include requests for action, internet-related claims and services, congressional inquiries, requests for assistance, death alerts, prisoner tracking, overpayments, and underpayments.

[3] Throughout the report, we use the term "managers" to refer to District Managers, Assistant District Managers, Operations Supervisors, and Management Support Specialists.

[4] *Oversight of Federal Agencies' Post-Pandemic Telework Policies: Part II: Hearing Before the Subcommittee on Government Operations and the Federal Workforce of the House Committee on Oversight and Accountability*, 118th Congress (2023) p. 4 (statement for the record from Oren "Hank" McKnelly II, Executive Counselor to the Commissioner, Social Security Administration).

[5] SSA, *Form SSA-801 – Position Description, Social Insurance Administrator (Level 1 Manager)* (October 2012); SSA, *Form SSA-801 – Position Description, Social Insurance Administrator (Level 2 Manager)* (October 2012).

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work and performance.[6] WAC interacts with other SSA workload management systems to retrieve and send information and to process, track, and manage workloads. For example, WAC interacts with WorkTrack. WorkTrack is a paperless workload management system designed for field office employees to electronically view, track, and manage documents and forms associated with their daily workload.

Each year, SSA publishes performance goals and metrics as well as budgeted workload measures that support its strategic goals and objectives.[7] These include field office (1) priority workload processing and management guidelines and (2) metrics for SSA to assess field office performance. The major workload categories at the field offices include OASDI and SSI initial claims, hearings and appeals, continuing disability reviews, SSI redeterminations, Social Security number applications, Medicare, and post-entitlement actions.

SCOPE AND METHODOLOGY

We judgmentally selected 64 offices from SSA's 10 regions based on the size of the offices, workload volume, and processing times for FY 2023 (October 1, 2022 to September 30, 2023).[8] Based on our review of SSA's field office workload management information (MI) for major workload categories, we selected one small, one medium, and one large office from each region with the highest activity levels and highest and lowest processing times. We researched and reviewed data, information, reports, systems, tools, and trainings and mapped the workload management process. Based on this process map, we created a standardized interview and observation checklist. Using the checklist, we interviewed and observed managers at regional and field offices in-person and virtually regarding their workload management processes. We also developed a survey with questions based on those included in the checklist. We invited managers in 1,124 field offices to participate in the anonymous survey and received responses from 817 (73 percent) managers. In total, we interviewed and surveyed 881 managers.

We first evaluated the responses for the interviews, observations, and survey separately. Then we compared the results of the interviews, observations, and survey. Our comparative analysis of the responses determined both data collection tools yielded similar responses. To further validate the managers' responses, we accessed workload management reports, systems, and tools, verified the data and information, and compared the responses, data, and information to additional sources we identified.[9]

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[6] *Oversight of Federal Agencies' Post-Pandemic Telework Policies: Part II: Hearing Before the Subcommittee on Government Operations and the Federal Workforce of the House Committee on Oversight and Accountability*, 118th Congress (2023) pp. 3-4 (statement for the record from Oren "Hank" McKnelly II, Executive Counselor to the Commissioner, Social Security Administration).

[7] SSA, *Fiscal Year 2024 DCO Operating Plan* (October 2023) *and Annual Performance Plan and Reports Fiscal Years 2023-2025* (March 2024).

[8] Our interviews and observations for the 64 offices may not represent all field offices.

[9] See Appendix A for our full scope and methodology.

RESULTS OF REVIEW

SSA management generally provided consistent oversight of field office workloads. Based on our interviews and observations of managers in 64 offices and 817 manager survey responses, managers had similar procedures and processes for overseeing their offices' workloads. However, SSA could improve and update the training it provides field office managers and continue consolidating and standardizing reports, systems, and tools to ensure managers can easily retrieve and interpret the data required to oversee office workloads.

Workload Management Oversight

DCO instructed managers to use various workload systems, including WAC and WorkTrack, to assign and monitor employees' work and performance.[10] SSA publishes annual performance goals and metrics as well as budgeted workload measures that support its strategic goals and objectives.[11] These goals include field office priority workload processing and management guidelines. They also provide metrics for SSA to assess field office performance.

Based on our interviews, observations, and survey results, managers at the offices we reviewed had similar procedures and processes for overseeing their offices' workloads. Field office managers reviewed workloads daily, weekly, and/or monthly depending on the workload type. For example, all managers reviewed priority workloads, such as claims, daily. For other workloads, such as wage reporting for SSI recipients, managers reviewed monthly because the workload information was updated monthly. As part of their oversight, managers:

- reviewed workload listings and reports,
- prioritized and assigned work to staff,
- monitored case development and processing, and
- monitored their offices' progress toward annual goals.

For example, managers regularly followed up with staff regarding the status of pending claims and other high-priority cases. Additionally, though regional practices varied, most field office managers reported the status of workloads to their ADO weekly and regional offices as directed based on workload priorities.

Workload Management Training

Federal agencies must help supervisors and managers develop their skills.[12]
Agency development plans and programs should support a workforce that can achieve agency mission and performance goals as well as improve employee and organizational performance. The plans and programs should identify mission-critical competencies and workforce

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[10] SSA, Operations Training, *TL-201 Running Your Field Office* (2025).

[11] SSA*, Fiscal Year 2024 DCO Operating Plan* (October 2023) and *Annual Performance Plan and Reports Fiscal Years 2023-2025* (March 2024).

[12] 5 C.F.R. § 412.202.

competency gaps.[13] Agencies should enable employees to develop competencies that are relevant to their roles and tailor training based on their needs to fulfill their role.[14]

Generally, SSA appropriately provided development opportunities for its field office managers. Of the 881 managers we interviewed and surveyed, 782 (89 percent) indicated SSA provided adequate training to manage workloads at their field offices. The remaining 99 (11 percent) indicated SSA did not provide adequate training. Some managers stated, "they had to train themselves" and "the time for training was not long enough to learn the materials before having to perform the actual work."[15] SSA provided new managers standardized, Agency-wide training on workload management. We found the training provided policies, procedures, and guidance on how managers should use available data and reports to oversee their offices and workloads. However, SSA could improve its training program to better ensure managers receive updated, timely, and targeted training and support ongoing development of critical manager competencies.

Outdated Training

In interviews and surveys, managers stated training documents had broken links to reports, systems, and tools and contained some outdated information. For example, managers explained that new manager training documents had links to workload reports that did not work and contained information and policies that were no longer in use. According to SSA subject-matter experts, "Training is created and updated on a flow basis, and broken links, etc. are addressed as systems are updated and as links and policies change. Official trainings have feedback mechanisms to report broken links and outdated comments."

To verify managers' responses, we reviewed several Agency-wide trainings SSA provided managers via video-on-demand and found they included broken links to reports, systems, and tools as well as outdated information. We also identified broken links while we were attempting to access and verify workload reports and data.

Recurring Training

Of the 881 managers we interviewed and surveyed, 445 (51 percent) received recurring training from their regional offices on refresher topics, focus areas, policy reminders, updates for policies, procedures, systems, and tools. However, 433 (49 percent) indicated they did not receive recurring training. Not all managers received recurring training because not all regions offered the same training. According to managers, regional offices provided the training based on the employees' overall needs and office performance.

Further, 345 managers (39 percent) indicated they would like additional training to improve their workload management knowledge and skills. According to managers, SSA often changed reports, systems, and tools managers used to oversee workloads without notifying field office

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[13] 5 C.F.R. § 410.201; 5 U.S.C. § 4103.

[14] Government Accountability Office, *Standards for Internal Control in the Federal Government, GAO-25-107721,* par. 4.05, p. 37 (May 2025).

[15] Managers who identified concerns noted under the headers that follow do not necessarily correspond with the 99 who indicated SSA did not provide adequate training. For example, a manager may have responded that SSA provided adequate training but needs to update broken links and/or provide recurring training.

managers. SSA did provide employees daily alerts about system and policy updates and workflow changes that affect workloads; however, based on our review of the alerts and managers' feedback, such updates did not always provide adequate information or training about the changes. Managers explained they would like additional and refresher training when existing workload management systems and tools are updated and changed. For example, 124 (14 percent) of 881 field office managers stated they wanted refresher training on management information dashboards and reports.

Written Training Materials

While most of the 881 managers we interviewed and surveyed found SSA's written training materials to be helpful in managing workloads at their field offices, 117 (13 percent) stated written training materials, such as training packages and desk guides, did not help them. Managers explained that they generally learned to manage workloads through on-the-job training with another manager or mentor. The managers also stated the training materials did not always explain how to manage the workloads. For example, they did not include standardized steps or checklists for managers to follow to ensure they properly managed workloads.

SSA's field office manager training program could be improved to ensure it includes a standardized approach to facilitating continuous improvement of manager competencies and performance. Without updated, ongoing, and targeted training, managers may miss critical information and resources and, as a result, be less efficient and effective as they manage and monitor workloads for their offices.

Reports, Systems, and Tools

Federal standards require that management obtain or generate relevant, quality information and use that information to help the agency achieve its objectives.[16] Of the 881 field office managers we interviewed and surveyed, 772 (88 percent) stated they had the tools necessary to manage the workloads at their field offices. Managers had access to the same primary workload management reports, systems, and tools. However, SSA could do more to support managers by improving its reports, systems, and tools.

SSA's vision for data and analytics includes delivering ". . . centralized and standardized performance reporting, forecasting, and customer experience prescriptive analytics that empower self-service, enhance data literacy, and drive customer-centric decisions and strategies for Operations' national service delivery channels."[17] SSA had over 60 reports, systems, and tools to help managers oversee their field offices' workloads, but they were not centrally located, and many were redundant or outdated. Of the 881 field office managers we interviewed and surveyed, 306 (35 percent) stated SSA had numerous reports, systems, and tools that needed to be consolidated and updated with correct information and links to newer versions.

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[16] Government Accountability Office, *GAO Standards for Internal Control in the Federal Government, GAO-25-107721,* pars. 10.01 through 13.07, pp. 61-84 (May 2025).

[17] SSA, *Operations Data and Analytics Vision Brochure* (November 2024).

Not Centrally Located or Standardized

In interview and survey responses, managers informed us they had to access multiple websites and systems to obtain necessary workload information. For example, managers accessed WAC to retrieve various workload data and lists for their offices. Each employee accessed WorkTrack to check the status of documents related to cases they were monitoring and reports from SSA's primary data visualization software to monitor and track the office and employees' progress in meeting processing timeframes and performance goals.[18]

In addition, reports were not standardized so many contained redundant information. We confirmed this during our observations and testing the reports. For example, there were numerous reports for workloads that contained identical information, such as Initial Claims, Post-Entitlements, Continuing Disability Reviews, and Redeterminations/Limited Issues. This occurred because SSA's various components and regions individually developed and maintained reports, systems, and tools that managers used to monitor workloads. Components and regional offices did not always coordinate with each other about the development, maintenance, or use of these tools and reports. As a result, managers we interviewed and surveyed indicated they did not have time to access all reports, systems, and tools that were available to them. Managers only used those they were familiar with and that were easily accessible. Therefore, they may not have always used the best and most updated resources, which may have caused them to perform their job duties less efficiently.

Outdated

SSA did not update some of the reports, systems, and tools to reflect workload and software and application version changes and, as a result, they did not operate properly. Some did not interact with each other, which delayed the availability of the information and caused other reports, systems, and tools to not operate efficiently. For example, managers informed us, and we observed, that there were often long delays to retrieve some reports from its primary data visualization software. During our observations, we noted managers accessed several systems at once to monitor the daily workloads at their offices. Sometimes, while a manager accessed and alternated between systems, a system would be slow to open or run reports or the manager would be forced to close one or all the systems and restart. We identified similar delays when we tested some of the workload management systems. Based on our observations, these issues caused managers to perform their jobs less efficiently.

Progress on Centralization and Standardization

SSA is taking steps to improve the reports it provides managers to monitor workloads. Managers identified SSA's primary data visualization software as one of the most used tools with redundant reports. The software allows users to create data visualizations and reports and publish and share data. At the time of our review, there were hundreds of reports for field office workloads. DCO initiated a project to streamline the data and reports ". . . to ensure that executives, managers, and supervisors are making business decisions and measuring progress using the same data." As part of this project, SSA began consolidating and eliminating

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[18] Data visualization software is a tool for making complex data more understandable through visual depictions like graphs, tables, and charts.

redundant or obsolete report dashboards. As of March 2025, SSA had removed 552 reports. SSA expects to fully implement the project by September 30, 2025.

Additionally, SSA began restructuring its regions on February 28, 2025. This included consolidating 10 regions into 4. According to SSA, the decentralized tools and reports "should be less prevalent in the new structure" as regional offices "no longer have the resources to develop new systems and reports as they did in the past."

Management Interview and Survey Results

We interviewed managers at 64 field offices and sent a survey to managers we did not interview in 1,124 field offices. The purpose of the interviews and survey was to ascertain local processes and practices to manage workloads at the field offices and determine whether SSA was providing consistent oversight for field office workload management. The interview and survey results indicated field office managers followed similar processes and practices to manage workloads. Below are some of the practices managers shared.

- Weekly staff meeting to remind staff of the goals.
- Consistent monitoring using various reports, systems, and tools.
- Consistent communication with staff about goals and status of workloads.
- Follow-up with staff regarding workloads and cases.
- Offer overtime/premium pay when within budget.
- Assign specific days and times for staff to process priority workloads.
- Provide additional training to staff individually and office-wide when needed to increase employees' knowledge of targeted workloads.
- Assign technical experts and highly proficient staff to process priority workloads.

We are noting these practices for SSA to consider sharing with field office managers nationwide to improve workload management.

CONCLUSION

Though SSA generally provided consistent oversight of field office workloads, it should strive to improve the support it provides to field office managers to ensure they have the necessary knowledge and tools to continuously improve Agency performance. With increased government-wide focus on efficiencies, it is essential that SSA build on its existing training programs and continue its efforts to generate relevant, quality workload management information.

RECOMMENDATIONS

We recommend SSA:

1. Establish a process to periodically update training with the correct information and links to reports, systems, and tools.

2. Create a plan to provide recurring refresher training regarding managing workloads for all management staff, including field and regional offices.

3. Update written training materials with standardized steps and/or checklists for management to follow to ensure they are properly managing workloads and using the correct reports, systems, and tools.

4. Create one consolidated resource, which includes reports, trainings, systems, and tools, for information used to manage workloads.

5. Update systems and tools to reflect workload and software/application version changes and improve their compatibility with other systems and tools.

AGENCY COMMENTS

SSA agreed with our recommendations; see Appendix B.

APPENDICES

Appendix A – SCOPE AND METHODOLOGY

To accomplish our objective, we:

- Researched and reviewed data, information, reports, systems, tools, and trainings to obtain an understanding of the workload management process, which we documented in a process map.
  - Reviewed training resources and guidebooks for Workload Action Center (WAC), WorkTrack, and other applicable Social Security Administration (SSA) interfaces, software, and systems used to manage workloads.
  - Conducted a walkthrough of the workload management systems with SSA employees to understand the control environment and identified policies, procedures, and processes field offices use to manage workloads.
  - Identified a list of workload categories processed at the field offices and determined how field offices manage each of the workload categories.
- Interviewed SSA's Deputy Commissioner for Operations (DCO) and regional office employees regarding the workload management process at the field offices.
- Reviewed the management information (MI) reported in SSA's MI Central and retrieved the Integrated SSA Unified Measurement System (SUMS) Counts and Processing Times reports for all field offices in each of the regions that reported data for the major workload categories (Appeals, Continuing Disability Reviews, Combined Disability, Enumeration, Initial Claims, Medicare, Redeterminations/Limited Issues, Title II Post Entitlements, and Title 16 Initial Claims) in Fiscal Year (FY) 2023.
- Based on our review of the MI for the major workload categories, identified the population of 1,189 field offices for review and judgmentally selected 66 offices from each of SSA's regions based on the size of the offices and high volume of workload activities and high (56 field offices) and low (10 field offices) processing times. We selected one office from the small, medium, and large size offices from each region with the highest activity levels and processing times (see Table 1 below). Based on discussions with our statistician, we subsequently excluded two offices from our sample due to changes in their management and availability. This reduced our sample size to 64 offices.

Table 1: Office Selection Criteria

Office Selection Criteria	Number of Offices
Office Size	
Small	21
Medium	23
Large	22
Total Offices	66

Office Selection Criteria	Number of Offices
Processing Time and Activity Volume	
High Processing Time and High Activity Volume	56
Low Processing Time and High Activity Volume	10
Total Offices	66

- For each office visited, we:
  - Obtained and reviewed office workload data from WAC and other systems.
  - Identified aged workload items.
  - Reviewed error reports for frequency and resolutions.
  - Reviewed samples of pending work items, as needed.
  - Verified the accuracy of field office data and reports against other workload systems data and reports.

- Created a standardized interview and observation checklist. Using the checklist, we interviewed and observed management at field offices in-person and virtually regarding their workload management processes.
  - Obtained data and information from the managers, which we tested by accessing workload management reports, systems, and tools and verifying the information and comparing it to data that we retrieved.
  - Walked through selected workloads with managers to determine whether the field offices had consistent processes for managing the various workloads.
  - Observed controls and processes to determine whether the selected offices had effective controls to manage workloads.
  - Determined whether managers provided effective oversight to identify workload issues and prevent case processing delays.

- Compiled a list of best practices shared by the field office managers for managing workloads.

- Developed a survey with questions based on those included the checklist to assess workload management processes at field offices. We invited managers at 1,124 field offices to participate in the anonymous survey and received responses from 817 (73 percent) offices.
  - Summarized best practices shared by the field office managers for managing workloads from the survey.
  - Determined all field offices that responded to the survey had similar processes and best practices for the major workload categories.

- We evaluated the responses for the interviews and observations and survey separately. Then we compared the results of the interviews and observations and survey. Based on our comparative analysis of the responses, we determined both data collection tools yielded similar responses.

- Analyzed performance goals regarding processing times and total pending counts for the workload categories for the selected offices. Reviewed the MI Central Integrated SUMS Counts and Processing Times reports and determined whether each selected office met the FY 2023 and 2024 performance, processing, and pending count goals. During the interviews and observations and in the survey, we asked management to verify the related workload information.

We conducted our audit from July 11, 2024 through April 4, 2025. We assessed the reliability of the data by verifying the data obtained from field office managers (such as workload pending items data, screenshots, and management reports) originated from SSA workload systems and reports by accessing the systems and retrieving the reports. We also compared and reconciled data within MI Central reports for the major workload categories. As a result, we determined the data used in this report were sufficiently reliable given our audit objective's intended use of the data.

We assessed the significance of internal controls necessary to satisfy the audit objective. This included an assessment of the five internal control components, including control environment, risk assessment, control activities, information and communicating, and monitoring. In addition, we reviewed the principle of internal controls associated with the audit objective. We identified the following components and principles as significant to the audit objective:

- Component 1: Control Environment
  - Principle 2: Exercise Oversight Responsibility
- Component 3: Control Activities
  - Principle 10: Design Control Activities
  - Principle 11: Design Activities for the Information System
  - Principle 12: Implement Control Activities
- Component 4: Information and Communication
  - Principle 13: Use Quality Information
- Component 5: Monitoring
  - Principle 16: Perform Monitoring Activities
  - Principle 17: Evaluate Issues and Remediate Deficiencies

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

Appendix B – Agency Comments

SOCIAL SECURITY
Office of the Commissioner

MEMORANDUM

Date: September 12, 2025   Refer To: TQA-1

To: Michelle L. Anderson
        Acting Inspector General

From: Chad Poist
        Chief of Staff

Subject: Office of the Inspector General Draft Report, "Workload Management for Field Offices"
         (042316) - INFORMATION

         Thank you for the opportunity to review the draft report. We agree with the recommendations.

         Please let me know if I can be of further assistance. You may direct staff inquiries to
         Amy Gao, Director of the Audit Liaison Staff, at (410) 966-1711.

SOCIAL SECURITY ADMINISTRATION   BALTIMORE, MD 21235-0001

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