

# PERFORMANCE PLAN



*Fiscal Year 2013*

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**Railroad Retirement Board**

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## **Introduction**

The Railroad Retirement Board (RRB) has developed this performance budget for fiscal year 2013 to support our mission (see mission statement on the following page) and to communicate our intentions for meeting challenges and seeking opportunities. We will use the plan to hold managers accountable for achieving program results and to improve program effectiveness and public accountability by promoting a continued focus on results, service quality, and customer satisfaction. We will also use the plan to help managers improve service delivery by requiring that they plan for meeting program objectives and by providing them with information about program results and service quality.

This plan is closely linked to our **Strategic Plan for Fiscal Years 2009 - 2014** and can be easily cross-referenced to that plan. The performance budget provides detailed performance goals, performance indicators and target levels to guide agency managers as they implement our Strategic Plan. It also communicates our plans to our stakeholders, including the railroad community, the Administration, the Congress, and other government agencies. It is one part of a comprehensive set of interlocking plans that cover all major aspects of agency operations. In this plan, we have established specific performance goals (with performance indicators and projected performance levels) to be achieved in fiscal year 2013. Additionally, it supports our other functional plans required to manage the agency. These functional plans include the **Customer Service Plan** and the **Information Technology Capital Plan**. These plans support the annual submission of the agency budget to the Office of Management and Budget (OMB) and the Congress.

The RRB's strategic and performance goals are presented in the sections following our mission statement. Information on anticipated performance in fiscal year 2013 for each performance goal, at the agency request level of \$117,719,000 and the OMB guidance level of \$103,412,000 is provided in Exhibit 1. To provide for ongoing improvement in performance and accountability, we will continue to set programmatic goals which are aggressive, realistic and accurately measured. We will also ensure that planned improvements are transparent and result in meaningful outcomes, and that agency managers are accountable for achieving performance goals.

We will also prepare and submit to the President and the Congress a report on program performance for fiscal year 2013, as part of our Performance and Accountability Report. The report will be reviewed by the RRB's Office of Inspector General (OIG) to help ensure the reliability and utility of our performance information. The reported information will be derived from agency systems and will compare the performance goals and indicators to actual program performance for the fiscal year.

This performance budget meets the requirements of the GPRA Modernization Act and was prepared by RRB employees. Exhibit 2 shows a comparison between the objectives in this plan and the objectives in our previous annual performance plan.

***RAILROAD RETIREMENT BOARD  
MISSION STATEMENT***

*The RRB's mission is to administer retirement/survivor and unemployment/sickness insurance benefit programs for railroad workers and their families under the Railroad Retirement Act and the Railroad Unemployment Insurance Act. These programs provide income protection during old age and in the event of disability, death or temporary unemployment and sickness. The RRB also administers aspects of the Medicare program and has administrative responsibilities under the Social Security Act and the Internal Revenue Code.*

*In carrying out its mission, the RRB will pay benefits to the right people, in the right amounts, in a timely manner, and will take appropriate action to safeguard our customers' trust funds. The RRB will treat every person who comes into contact with the agency with courtesy and concern, and respond to all inquiries promptly, accurately and clearly.*

**Strategic Goal I: *Provide Excellent Customer Service.*** We aim to satisfy our customers' expectations for quality service in terms of service delivery options and levels and manner of performance. At the OMB guidance level of the fiscal year 2013 budget, we plan to allocate \$81,934,000 and 671 full-time equivalent employees (FTEs) to this strategic goal; at the agency request level, we would be able to dedicate \$89,482,000 and 725 FTEs to customer service. We have established two performance goals that focus on the specifics of achieving this strategic goal.

**Performance Goal I-A: *Pay benefits timely.*** The RRB is committed to ensuring that we pay benefits in a timely manner. We have nine objectives in place to track the timeliness of the actions we take in a year regarding both Railroad Retirement Act (RRA) and Railroad Unemployment Insurance Act (RUIA) programs. In addition, we will:

- *Ensure accurate, up-to-date, accessible instructions to support our front-line employees as they provide customer support.*
- *Inform our customers about their responsibilities.*
- *Ensure that the Customer Service Plan is comprehensive and is revised when appropriate.*
- *Promote direct deposit for benefit payments.*
- *Monitor key payment workloads.*
- *Allocate resources effectively.*

Our performance in the area of benefit timeliness is a key indicator of our customer service. We track our performance against customer service standards and have found that as of mid-fiscal year 2011, customers received benefit services within the various timeframes promised for 99.3 percent of the services provided. The inset at the right shows composite results in four combined categories of services

**Overall Timeliness Performance  
Fiscal Year 2011 (through 3/31/2011)**

- Retirement applications: 96.7%  
(target: 93.6%)
- Survivor applications: 96.4%  
(target: 95.5%)
- Disability applications/payments: 82.7%  
(target: 84.3%)
- RUIA applications/claims: 99.9%  
(target: 99.8%)

**Communications with RRB customers**

In addition to making payments, we provide a variety of information to our customers. We provide general information through our website, publications, and our toll-free number. We also provide information to individuals through annual statements of wages and compensation, annuity estimates, notices of annuity and benefit awards and changes, annual income tax statements, and answers to questions regarding benefits. In addition, we use an

on-line presentation facility called *RRB*Vision to provide information and training to the public and rail employers.

It is important that we provide information in a timely manner and in ways that are accessible and responsive to the individual's needs. Customer feedback through American Customer Satisfaction Index (ACSI) surveys and directly from customers helps us determine whether the information we are providing satisfies our customers' needs and expectations. In July 2010, we began a year-long ACSI survey, focusing on customers' experiences with the [.rrb.](#) website. During fiscal year 2011, based on the feedback obtained from respondents, we implemented major changes to the home page to make it easier to navigate and more visually appealing. The new home page also organizes information by audience and subject in a clear and logical manner. A new feature is the addition of a log-in box that will allow customers to access online services directly from the home page.

We are working on a second phase of improvements focusing on the secondary pages of our website which should even further enhance the level of satisfaction our customers have with the access to information and services via the RRB website. In fiscal year 2011, we will also initiate a survey of recipients of unemployment and sickness insurance benefits. We will conduct the actual survey after October 1, 2011, and we expect the final survey results to be available in December 2011.

**Performance Goal I-B: Provide a range of choices in service delivery methods.** To fulfill customers' needs, we must provide high quality, accurate services on a timely basis, and in ways that are accessible and convenient to all our customers, including the elderly and those with impairments. Consistent with our vision statement, we strive to provide a broad range of choices for customer service. Our level of performance will be measured by how well we succeed in providing the level of service our customers expect, and by the number of new electronic services we can provide in each program at a reasonable cost. Our goal is to expand customer choice by offering alternative access to our major services.

To achieve our goals in this area, we plan to:

- *Increase opportunities for our customers to conduct business in a secure manner over the Internet.*
- *Continue to develop electronic services that enable the employer to conduct daily business transactions and file required reports in an efficient, effective and secure manner.*

In fiscal year 2009, the agency successfully implemented a national toll-free telephone service. The features include a single nationwide toll-free number, automatic distribution of customer calls, interactive voice response (IVR) functionality, an upgrade of the existing data network, and implementation of Voice over Internet Protocol (VoIP) telephone service at all RRB field offices. The toll-free number provides a single access point to claims representatives in the agency's field service offices and to IVR self-service options. In 2011, a system enhancement

was implemented which provides the ability to create “special announcement” messages in the IVR main menu. The special announcement messages address as they occur important legislative or procedural changes which are likely to generate increased numbers of RRB customer calls. Also in 2011, the RRB developed a series of customized reports of both real-time and historical call data collected from the toll-free system. These reports are currently being used to identify customer usage trends and ensure management decisions are being made which provide better overall telephone service to all RRB customers.

Phase 3 of the Employer Reporting System (ERS) will implement an Internet-based version of Forms BA-3, Annual Report of Service and Compensation and BA-11, Report of Gross Earnings. This is on schedule to be completed in fiscal year 2011. When this phase is completed, the ERS project will have consolidated a cumulative total of 20 paper forms into 17 on-line services. We also initiated Phase 4, which will automate access to the Forms ID-40 series RUIA contribution notices; the ID-6 series tax notices; and the Form G-88a.2 which transmits annuity eligibility information. This will result in three additional on-line services to rail employers. In fiscal year 2012, we will continue our development of automated processes to notify employers of errors or the need for additional information and provide a means for correcting the data. These include requests for verification of last date on the payroll (G-88a.1) and for the payment of supplemental annuities (G-88p).

**Strategic Goal II: *Serve as Responsible Stewards for Our Customers’ Trust Funds and Agency Resources.*** The RRB is committed to fulfilling its fiduciary responsibilities to the rail community. At the OMB guidance level of the budget, we plan to allocate \$21,478,000 and 164 FTEs to this strategic goal; at the agency request level, we would be able to dedicate \$28,237,000 and 177 FTEs to stewardship. We have established four performance goals that focus on the specifics of achieving this strategic goal.

**Performance Goal II-A: *Ensure that trust fund assets are protected, collected, recorded and reported appropriately.*** The RRB is committed to prudent management of its trust funds. Our success in this objective is reflected through annual audited financial statements, actuarial valuations, financial projections, benefit payment accuracy, debt collection, experience-based contribution rates, and payroll tax and railroad employee compensation reconciliations. We also have responsibilities with regard to the National Railroad Retirement Investment Trust, which are addressed under performance goal II-D. To accomplish this commitment, we will:

- *Continue to issue annual audited financial statements.*
- *Monitor the solvency of the trust funds through a sound program of actuarial valuations and financial projections.*
- *Correctly estimate the amounts needed for future benefit payments.*
- *Verify that payroll taxes are fully collected and properly recorded.*

## **Railroad Retirement Board - Fiscal Year 2013 Initial Performance Plan**

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- *Issue accurate, timely determinations and notices of contribution rates required under the unemployment and sickness insurance program.*
- *Continue to carry out the RRB's debt management policy.*

In November 2010, we released our Performance and Accountability Report for fiscal year 2010. The RRB's OIG issued an unqualified ("clean") opinion on the RRB's 2010 financial statements, which were included in that report. The OIG reported material weaknesses in the RRB's information security program and internal control over non-integrated subsystems. Significant efforts are underway to strengthen controls in these areas.

**Performance Goal II-B: Ensure the accuracy and integrity of benefit programs.** The principal indicators of accuracy are the benefit payment accuracy rates in each program. Our performance goal is to ensure that we can continue to meet or exceed 99 percent payment accuracy in the payments we initiate or manually adjust in a given year. To accomplish this goal, we will:

- *Monitor payment accuracy and the levels of improper payments, and identify problems.*
- *Provide feedback and take additional preventive actions as appropriate.*
- *Maintain established matching programs.*
- *Continue our program integrity reviews.*

Under the Improper Payments Information Act (IPIA) of 2002, and the Improper Payments Elimination and Recovery Act (IPERA) of 2010, the RRB reviews and reports on the amount of erroneous payments and engages in activities to reduce them. Since improper payment reporting began, the amounts attributable to the RRB's two benefit programs (the RRA and the RUIA) have been below the thresholds identified in the law and related guidance issued by OMB.

As part of our fiduciary responsibilities to the rail community, we must ensure that the correct benefit amounts are being paid to the right people. We match our benefit payments against the Social Security Administration's earnings and benefits database, the Centers for Medicare & Medicaid Services' death records, the Office of Personnel Management's benefit records, and State wage reports, usually via computer tapes. We also administer other benefit monitoring programs to identify and prevent erroneous payments, and refer some cases to the RRB's OIG for investigation. After investigation, the Inspector General may pursue more aggressive actions, which include civil and criminal prosecution.

Through fiscal year 2011, we measured the effectiveness of the program integrity efforts each year by comparing the dollars collected and saved through these initiatives to their cost. For example, in fiscal year 2010, the RRB invested the equivalent of about 25.05 full-time employees, at a cost of approximately \$2.56 million, in program integrity efforts. This resulted in \$12.5 million in recoveries, \$1.59 million in benefits saved, and the referral of 34 cases to the OIG for investigation. This is approximately \$5.51 in savings for each \$1.00

invested in these activities. Beginning in fiscal year 2012, we will measure the effectiveness of the program integrity efforts by comparing the dollars identified as improper payments and saved to their cost.

**Performance Goal II-C: Ensure effectiveness, efficiency and security of operations.**

How we do our business is a critical component of good stewardship. The RRB is committed to effective, efficient and secure internal operations. Many factors and programs contribute to this goal. We use our management control review process as a means of reviewing critical agency processes in order to provide reasonable assurance of the effectiveness and efficiency of our programs and operations. If material weaknesses are detected, we take corrective action. In addition, we perform a variety of quality assurance activities to ensure that our benefit programs comply with established policies, standards and procedures. We consider the findings from these reviews as we plan our information technology initiatives. To achieve our goals for efficient, effective and secure operations, we will:

- *Continue to develop an effective human capital planning program.*
- *Monitor and improve program performance and accountability.*
- *Ensure the privacy and security of our customers' transactions with the RRB.*
- *Expand our participation in E-Government initiatives.*
- *Improve our ability to control and monitor information technology investments.*
- *Make greater use of performance-based contracts.*
- *Comply with new security requirements for employee identification.*

In addition to our ongoing activities, during the planning period we will continue to emphasize key areas related to strategic management of human capital, improving program performance and accountability, data optimization and systems modernization, particularly as they relate to our succession planning activities.

***Strategic Management of Human Capital*** – Like many agencies, the RRB has an aging workforce. About 70 percent of our employees have 20 or more years of service and over 40 percent of the current workforce will be eligible for retirement by fiscal year 2013. To prepare for the expected turnover, the agency is placing increased emphasis on strategic management of human capital. Each organization has completed workforce planning documents that identify the current staffing levels, projected attrition and planned hiring in fiscal years 2011, 2012 and 2013, subject to available funding. Each executive also completed a gap analysis for his/her organization that identified potential areas of skills and knowledge gaps that will need to be addressed, identified areas where additional training may be necessary or where mentoring may be desirable to prepare employees for more senior positions, and identified areas of new skills that may need to be addressed through outside hires.

Recently, the agency has been able to utilize the re-employment of retirees to allow retirees under the Civil Service Retirement System and the Federal Employees Retirement System to be temporarily rehired without losing entitlement to their retirement annuities under Section

## **Railroad Retirement Board - Fiscal Year 2013 Initial Performance Plan**

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1122(a) of Public Law 111-84, which amended sections 8344 and 8468 of Title 5 of the United States Code. The agency has been able to rehire several annuitants on a temporary basis to assist in areas that have knowledge gaps due to attrition.

The RRB is also devoting more attention and resources to training. The agency-wide Training Council coordinates this activity, recently offering courses in the areas of performance management, and managerial and supervisory development. We also make use of technology in this area, utilizing our on-line presentation facility, *RRBVision*, which allows employees to view training, including a video component, in an online format. This is particularly useful to employees and managers in the agency's field offices.

***Improving Performance and Accountability*** –The RRB will take steps to ensure that:

- programmatic goals continue to be aggressive, realistic and accurately measured,
- program improvement plans result in meaningful outcome improvements,
- managers are accountable for achieving goals and improvement plans, and
- program performance plans and outcomes are transparent.

***Data Optimization and Systems Modernization*** – In 2009, we successfully concluded a major project to develop an optimized database and synchronize it with legacy tables. Since then, with the assistance of a contractor we conducted a data management practice assessment, which provided input to the agency's data governance planning. We have developed plans for improving the database as the legacy tables are decommissioned and applications address the new database. We have also developed plans for security access and change management. We expect to implement the security, change management and data governance plans during fiscal year 2011.

We are also continuing with Phase 1 of our Systems Modernization Project Plan. Phase I of the plan has two goals; the first is to convert all existing processing to access the master database tables instead of the legacy tables, and the second is to eliminate the legacy tables as soon as they are no longer needed. In September 2010, the Medicare Online Information (MOLI) database was converted to access the master data tables, and seven legacy tables were retired. Further enhancements to Medicare processing systems will be implemented later in the project. In addition to the conversion of the MOLI database, the System Modernization Team implemented data modeling and data stewardship programs for master data, updated naming standards, identified and standardized critical table designs, created audit columns on every master table, eliminated data synchronization and increased the use of business intelligence.

The system modernization team and the RUIA group have begun work on converting the RUIA systems to access the master database. Conversion of the RUIA systems is now targeted for completion by the end of calendar year 2011.

**Fiscal Year 2013 Information Technology Capital Plan Investments  
Agency Request Level**

Contractual services

Federal Financial System migration	\$3,562,000
IT tools and systems, Electronic records content management system	300,000
Electronic Official Personnel File	280,000
E-Government, Employer Reporting System	200,000
Network operations, Storage area network upgrade	175,000
Network operations, Desktop virtualization	100,000
Emergency business system/application restoration services	<u>50,000</u>
<b>Total, contractual services</b>	<b>\$4,667,000</b>

Equipment

Network infrastructure replacement	\$1,168,000
IT tools and systems, Web content management system	250,000
Network access control device	<u>25,000</u>
<b>Total, equipment</b>	<b>\$1,443,000</b>

**Total amount requested for IT investments,  
agency request level** **\$6,110,000**

Note: At the OMB guidance level of the budget for fiscal year 2013, funding for IT initiatives would be reduced to a total of \$1,000,000 to be used only for the highest priority requirements.

At the reduced level of the fiscal year 2013 budget, funding for IT initiatives would be reduced to \$500,000. The full amount would be used for emergency needs.

**Performance Goal II-D: Effectively carry out responsibilities with respect to the National Railroad Retirement Investment Trust.** Although the RRB no longer has primary responsibility for the investment of the trust fund monies, it continues to have responsibilities in ensuring that the National Railroad Retirement Investment Trust (NRRIT), and its seven-member Board of Trustees, comply with the provisions of the Railroad Retirement Act. This responsibility will be fulfilled through review of the monthly, quarterly and annually submitted reports by the NRRIT, and its auditors' reports. In addition, the RRB's Board Members and General Counsel meet twice annually with the Trustees and receive detailed briefings during periodic telephone conferences.

The RRB has authority to bring civil action should it detect any violation of the Railroad Retirement Act or non-compliance with any provisions of that Act.

To facilitate coordination among the NRRIT and Federal Government organizations, the Department of the Treasury, OMB, NRRIT and RRB have entered into a voluntary memorandum of understanding concerning budgetary, accounting and financial reporting responsibilities.

### **Information Security Program**

Information security is a critical consideration for government agencies where maintaining the public's trust is essential. The RRB relies extensively on computerized systems to support its mission operations and store the sensitive information that it collects. The RRB's information security program is established and maintained to reasonably protect systems data and resources against internal failures, human errors, attacks and natural catastrophes that might cause improper disclosure, modification, destruction, or denial of services.

To ensure mission continuity, plans and procedures exist to maintain continuity of operations after a calamity for information systems that support the operations and assets of the RRB. The RRB's Continuity of Operations plan consists of a number of components, including an Occupant Emergency Plan, a Business Continuity Plan, a Crisis Communication Plan, and technically specific plans for mainframe, local area network (LAN), data communications, and desktop recovery. The agency regularly conducts semi-annual off-site disaster recovery exercises. System programmers restore the systems and applications of the agency from back-ups retrieved from an alternate data storage facility. Program libraries are re-created and production databases established. Finally, business analysts verify that the systems recovered correctly.

Federal agencies are required to provide annual computer security awareness training for employees and contractors. Security awareness efforts are designed to change behavior or reinforce good security practices by focusing attention on security. We continue to develop new approaches for refreshing the awareness initiative by providing updated and innovative presentations for the agency staff. We have a full training program that combines a security awareness presentation with additional role-based training appropriate to the RRB's information technology environment. Every employee and contractor with computer network access participates in this annual event. Individuals who do not use a computer receive physical security awareness information. In addition to the awareness presentation, computer analysts, software developers and network/system engineers also receive specialized technical education necessary to maintain their skills and enhance proficiency. The formal awareness-training program is supplemented by a weekly Security News feature story, prominently headlined on the Intranet's home page, reminding people to protect their computers and information throughout the year. Every year, the RRB awareness program has been able to report exemplary levels of participation. As of August 31, 2011, the awareness program had reached 99 percent compliance, and full FISMA compliance had been met.

Faced with an increasingly dangerous threat environment, the RRB relies on a sophisticated hardware and software defense that utilizes carefully monitored and maintained firewall technology, anti-virus software and intrusion detection systems to prevent viruses, worms, spam and malicious content from infiltrating the network, as well as to ensure that critical data and sensitive information are not compromised. To buttress these proactive threat management resources in the event of a successful malware attack, the agency has

implemented a robust incident response capability. Utilizing the capabilities of a special forensic analysis workstation, the RRB Computer Emergency Response Team has the ability to conduct forensic collection and analysis of electronic evidence from almost any type of digital media in use today. The RRB has also established an Agency Core Response Group to determine if there is a reasonable expectation that an incident may be a data breach with the potential for identity theft, and notifies the Board members who will make the final decisions regarding breach notification.

The RRB continued to strengthen its security posture by addressing access-control audit recommendations that are identified in the agency plan of actions and milestones. The RRB completed migration of all local area network (LAN)-based programs to newer computer servers with upgraded operating systems. To improve LAN security, network engineers upgraded to the latest Windows Server 2008 operating system the architecture for the Active Directory, an operating system database that controls the resources, services and functions on the network domain. Also, owners of all LAN applications re-examined access rights to ensure that only appropriate users have specific privileges. The RRB has also developed new information security policy and procedures for the security control families identified in National Institute of Standards and Technology guidance that meet the requirements for compliance with the Federal Information Security Management Act (FISMA). The policies and procedures will be submitted to the RRB's management for approval, and published for ease of reference by the end of fiscal year 2011.

The Security Authorization process is integral to the information security programs of Federal agencies. Performing the security authorization process helps provide an understanding of the risks and other factors that could adversely affect the agency's mission. In fiscal year 2011, contractual services are being utilized for the authorization of the Benefit, Payment and Operations major application, and continuous monitoring of the RRB's other systems. Achievement of authorization for all general support systems and major applications, together with the initiation of the periodic control assessment process, positions the RRB in full compliance with a major provision of FISMA.

<b>Railroad Retirement Board FY 2013 Initial Performance Plan</b>	<b>2008 Actual <sup>1/</sup> (\$100.9m)</b>	<b>2009 Actual <sup>1/</sup> (\$105.5m)</b>	<b>2010 Actual <sup>1/</sup> (\$109.1m)</b>	<b>2011 Actual <sup>1/</sup> (\$108.9m)</b>	<b>2012 President's Proposed (\$112.2m)</b>	<b>2013 Agency Request Level (\$117.7 m)</b>	<b>2013 Guidance Level (\$103.4m)</b>	<b>2013 Reduced Level (\$97.97)</b>
<p><b><i>STRATEGIC GOAL I: Provide Excellent Customer Service</i></b></p>								
<p><b>Performance Goal I-A: Pay benefits timely.</b>            Goal leader for objectives I-A-1 through I-A-8: Dorothy A. Isherwood, Director of Programs            Goal leader for objective I-A-9: Karl T. Blank, Director of Hearings and Appeals</p>								
<p>I-A-1. RRB makes a decision to pay or deny a railroad retirement employee or spouse initial annuity application within 35 days of the annuity beginning date, if advanced filed.            (Measure for fiscal year 2008: % ≤ 30 adjudicative processing days. Measure starting with fiscal year 2009: % ≤ 35 days. <sup>2/</sup>)</p>	92.4%	94.86%	96.16%	96.37%	95.00%	95.0%	94.0%	93.0%
<p>I-A-2. RRB makes a decision to pay or deny a railroad retirement employee or spouse initial annuity application within 60 days of the date the application was filed.            (Measure for fiscal year 2008: % ≤ 60 adjudicative processing days. Measure starting with fiscal year 2009: % ≤ 60 days. <sup>2/</sup>)</p>	96.1%	97.0%	96.9%	98.1%	96.80%	96.8%	96.0%	95.0%

<b>Railroad Retirement Board FY 2013 Initial Performance Plan</b>	<b>2008 Actual <sup>1/</sup> (\$100.9m)</b>	<b>2009 Actual <sup>1/</sup> (\$105.5m)</b>	<b>2010 Actual <sup>1/</sup> (\$109.1m)</b>	<b>2011 Actual <sup>1/</sup> (\$108.9m)</b>	<b>2012 President's Proposed (\$112.2m)</b>	<b>2013 Agency Request Level (\$117.7 m)</b>	<b>2013 Guidance Level (\$103.4m)</b>	<b>2013 Reduced Level (\$97.97)</b>
I-A-3. RRB makes a decision to pay, deny or transfer to SSA an initial annuity application for a railroad retirement survivor not already receiving a benefit within 60 days of the annuity beginning date, or date filed (whichever is later). (Measure: % ≤ 60 days <sup>3/</sup> )	92.9%	94.4%	96.1%	95.98%	94.00%	94.0%	93.0%	92.0%
I-A-4. RRB makes a decision to pay, deny or transfer to SSA an initial annuity application for a railroad retirement survivor already receiving the benefits as a spouse within 30 days of the RRB's receipt of first notice of the employee's death. <sup>3/</sup> (Measure: % ≤ 30 days)	95.1%	95.4%	95.3%	95.58%	95.20%	95.2%	94.7%	94.2%
I-A-5. RRB makes a decision to pay or deny a lump sum death benefit within 60 days of the date the application was filed. <sup>3/</sup> (Measure: % ≤ 60 days)	97.0%	97.43%	98.3%	98.22%	98.00%	98.0%	97.0%	96.0%
I-A-6. RRB certifies a payment or releases a letter of denial of UI or SI benefits within 10 days of the date RRB receives the claim. (Measure: % ≤ 10 days)	99.7%	99.80%	99.9%	99.9%	99.80%	99.8%	99.5%	99.0%
I-A-7. RRB makes a decision to pay or deny a benefit for a disabled applicant or family member within 100 days of the date the application is filed. (Measure: % ≤ 100 days)	70.4%	62.5%	68.9%	64.8%	70.00%	70.0%	68.0%	67.0%

<b>Railroad Retirement Board FY 2013 Initial Performance Plan</b>	<b>2008 Actual <sup>1/</sup> (\$100.9m)</b>	<b>2009 Actual <sup>1/</sup> (\$105.5m)</b>	<b>2010 Actual <sup>1/</sup> (\$109.1m)</b>	<b>2011 Actual <sup>1/</sup> (\$108.9m)</b>	<b>2012 President's Proposed (\$112.2m)</b>	<b>2013 Agency Request Level (\$117.7 m)</b>	<b>2013 Guidance Level (\$103.4m)</b>	<b>2013 Reduced Level (\$97.97)</b>
I-A-8. RRB makes a payment to a disabled applicant within 25 days of the date of decision or earliest payment date, whichever is later. (Measure for fiscal year 2008: % ≤ 20 days. Measure for fiscal year 2009 and later: % ≤ 25 days <sup>4/</sup> )	94.8%	96.5%	96.2%	95.5%	95.00%	95.0%	94.0%	93.0%
I-A-9. Reduce the number of days elapsed between the date the appeal is filed and a decision is rendered. (Measure: average elapsed days)	239 (Estimated)	231 (Estimated)	252	289	250	350	450	450
<b>Performance Goal I-B: Provide a range of choices in service delivery methods.</b> Goal leader: Dorothy A. Isherwood, Director of Programs								
I-B-1. Offer electronic options to our customers, allowing them alternative ways to perform primary services via the Internet or interactive voice response systems. (Measure: Number of services available through electronic media)	17 services available	18 services available	18 services available	19 services available	19 services available <sup>5/</sup>	19 services available	19 services available	19 services available
I-B-2. Enable employers to use the Internet to conduct business with the RRB, in support of the Government Paperwork Elimination Act. (Measures: percentage of employers who use the on-line Employer Reporting System (ERS); number of services available through electronic media)	Employers using ERS:	69.0%	77.0%	81.2%	82%	80.00%	80.0%	80.0%
	Internet services:	8 Internet services available	10 Internet services available	10 Internet services available	10 Internet services available	23 Internet services available	23 Internet services available	23 Internet services available

<b>Railroad Retirement Board FY 2013 Initial Performance Plan</b>	<b>2008 Actual <sup>1/</sup> (\$100.9m)</b>	<b>2009 Actual <sup>1/</sup> (\$105.5m)</b>	<b>2010 Actual <sup>1/</sup> (\$109.1m)</b>	<b>2011 Actual <sup>1/</sup> (\$108.9m)</b>	<b>2012 President's Proposed (\$112.2m)</b>	<b>2013 Agency Request Level (\$117.7 m)</b>	<b>2013 Guidance Level (\$103.4m)</b>	<b>2013 Reduced Level (\$97.97)</b>	
<b><i>STRATEGIC GOAL II: Serve as Responsible Stewards for Our Customers' Trust Funds and Agency Resources</i></b>									
<b><i>Performance Goal II-A: Ensure that trust fund assets are protected, collected, recorded, and reported appropriately.</i></b> Goal leader: George V. Govan, Chief Financial Officer									
II-A-1. Debts will be collected through billing, offset, reclamation, referral to outside collection programs, and a variety of other collection efforts. (Measure for fiscal years 2008 - 2011: funds collected vs. total debts outstanding. Measure for fiscal years 2012 and following: total overpayments recovered in the fiscal year / total overpayments established in the fiscal year.)	58%	56%	59%	39%	85%	85%	85%	85%	
<b><i>Performance Goal II-B: Ensure the accuracy and integrity of benefit programs.</i></b> Goal leader: Dorothy A. Isherwood, Director of Programs									
II-B-1. Achieve a railroad retirement benefit payment recurring accuracy rate of at least 99%. (Measure: percent accuracy rate)	Initial payments:	99.75%	99.59%	99.58%	Not available	99.75%	99.75%	99.50%	99.50%
	Sample post recurring payments:	99.97%	100%	Deferred <sup>6/</sup>	Deferred <sup>6/</sup>	99.75%	99.75%	99.75%	Deferred

<b>Railroad Retirement Board FY 2013 Initial Performance Plan</b>	<b>2008 Actual <sup>1/</sup> (\$100.9m)</b>	<b>2009 Actual <sup>1/</sup> (\$105.5m)</b>	<b>2010 Actual <sup>1/</sup> (\$109.1m)</b>	<b>2011 Actual <sup>1/</sup> (\$108.9m)</b>	<b>2012 President's Proposed (\$112.2m)</b>	<b>2013 Agency Request Level (\$117.7 m)</b>	<b>2013 Guidance Level (\$103.4m)</b>	<b>2013 Reduced Level (\$97.97)</b>	
II-B-2. Achieve a railroad unemployment/sickness insurance benefit payment accuracy rate of at least 99%. (Measure: percent accuracy rate)	Unemployment:	99.71%	98.93%	100%	100% (through 3/31/11)	99.60%	99.6%	99.5%	99.4%
	Sickness:	99.89%	99.70%	99.94%	99.45% (through 3/31/11)	99.85%	99.85%	99.70%	99.6%
II-B-3. Maintain the level of Railroad Retirement Act (RRA) improper payments below 2.5% of RRA outlays. (Measure: percent of improper RRA payments as reported for IPIA)	New indicator for fiscal year 2012	New indicator for fiscal year 2012	New indicator for fiscal year 2012	New indicator for fiscal year 2012	0.64%	0.64%	0.64%	0.64%	
II-B-4. Achieve a return of at least \$3.60 for each dollar spent on program integrity activities. (Measure for fiscal years 2008 - 2011: recoveries and savings per dollar spent. Measure for fiscal years 2012 and following: recoverables and savings per dollar spent.)	\$3.97: \$1.00	\$4.20: \$1.00	\$5.51: \$1.00	Not available	\$4.28: \$1.00 <sup>2/</sup>	\$4.28: \$1.00	\$4.28: \$1.00	\$3.60: \$1.00	
<b>Performance Goal II-C: Ensure effectiveness, efficiency, and security of operations.</b> Goal leader: Terri S. Morgan, Chief Information Officer									
II-C-1. Complete modernization of RRB processing systems in accordance with long-range planning goals. (Measure: Meet target dates for the project. Yes/No)	New indicator for fiscal year 2009	Yes. The project was in the analysis and planning phase and on schedule as anticipated.	Yes. The Medicare database was converted on 9/26/10.	Yes. We expect to finish the RUIA database conversion by 12/31/11.	Yes. The target date for the RUIA conversion is 12/31/11. After the RUIA system is converted, work will begin on the Employment Data Maintenance database.	Yes. The target date for the EDM database conversion is 12/31/12.	Yes. The target date for the EDM database conversion is 12/31/12.	Yes. The target date for the EDM database conversion is 12/31/12.	

Railroad Retirement Board FY 2013 Initial Performance Plan	2008 Actual <sup>1/</sup> (\$100.9m)	2009 Actual <sup>1/</sup> (\$105.5m)	2010 Actual <sup>1/</sup> (\$109.1m)	2011 Actual <sup>1/</sup> (\$108.9m)	2012 President's Proposed (\$112.2m)	2013 Agency Request Level (\$117.7 m)	2013 Guidance Level (\$103.4m)	2013 Reduced Level (\$97.97)
<b>Performance Goal II-D: Effectively carry out responsibilities with respect to the National Railroad Retirement Investment Trust.</b> Goal leader: Steven A. Bartholow, General Counsel								
II-D-1. Timely review information reported by the National Railroad Retirement Investment Trust to carry out RRB's oversight responsibility under section 15(j)(5)(F) of the Railroad Retirement Act. Reports are to be reviewed within 30 days of receipt. (Measure: Yes/No)	New indicator for fiscal year 2012	Yes	Yes	Yes	Yes			

- <sup>1/</sup> Dollar amounts shown are funds appropriated for the fiscal year. Actual results for 2011 represent status as of March 31, 2011, unless otherwise noted.
- <sup>2/</sup> In audit report 05-05, dated May 17, 2005, RRB's OIG found problems with the performance data for these indicators. One significant problem was resolved immediately, allowing us to report performance for 2005 and later. However, there were still some system limitations that prevented inclusion of all internal processing time in the performance data. Another program error caused a small number (less than 1 percent) of spouse applications to be calculated incorrectly. Effective October 1, 2008, these system problems were corrected. As a result of these system changes, beginning in fiscal year 2009, we measure timeliness by *calendar days* rather than *adjudicative processing days* as in previous years.
- <sup>3/</sup> This objective was restated as of April 2009, to more accurately describe how timeliness is measured. For objective I-A-5, the term "railroad retirement death benefit" was changed to "lump sum death benefit" to correspond with references to this benefit in the RRB's regulations.
- <sup>4/</sup> This indicator includes both employee and survivor disability payments. For fiscal year 2008, the objective was stated as follows: "Disabled applicant receives payment within 25 days of decision or earliest payment date (whichever is sooner)." Performance for fiscal year 2008 was measured according to the percentage of payments released within 20 days, assuming 5 days for delivery to the beneficiary.
- <sup>5/</sup> This target has been adjusted from 20 services in the Fiscal Year 2012 Final Performance Budget. As of fiscal year 2011, we offer a variety of 19 electronic service options to our beneficiaries. Although we have plans to develop additional electronic service options in the future, these plans are currently on hold due to higher priority automation activities. At this time, we are working with other benefit payment agencies to determine best practices for on-line authentication and security and will reestablish new objectives for this area in the future.

- 6/ The quality review of post recurring payments has been deferred since fiscal year 2010 because the accuracy rates have historically been very high, and the findings minimal. The return on measuring this area every year has diminished over time. Review was deferred again in fiscal year 2011 to allow staff to complete work on a special quality assurance case review started in fiscal year 2010.
- 7/ This target has been adjusted from \$5.48: \$1.00 at the agency request level in the Fiscal Year 2012 Final Performance Budget. In November 2010, we discovered that not all program integrity cost information was being used to compile the program integrity ratio – most significantly, the cost of a major monitoring activity was not being captured, even though the benefits of that process were included. As a result, we recomputed the program integrity ratio for fiscal years 2008 and 2009 using the updated cost amounts. We have now completed an extensive program integrity review, and found that the goal was overstated. Based on our review of the process used to determine performance for this indicator, we are changing the fiscal year 2012 target to a more realistic ratio.

**Objectives Dropped from the Fiscal Year 2011 Annual Performance Budget**

<b>Indicator <sup>1/</sup></b>	<b>Reason</b>
I-A-3a. Achieve a railroad retirement initial case accuracy Initial cases of at least 94%. (Measure: % of case accuracy)	Data will continue to be tracked internally but will no longer be published in the APB.
I-A-3b. Achieve a railroad retirement post case accuracy rate of at least 94%. (Measure: % of case accuracy)	Data will continue to be tracked internally but will no longer be published in the APB.
I-A-4a. Achieve a railroad unemployment insurance case accuracy rate of at least 98%. (Measure: % of case accuracy)	Data will continue to be tracked internally but will no longer be published in the APB.
I-A-4b. Achieve a railroad sickness insurance case accuracy rate of at least 98%. (Measure: % of case accuracy)	Data will continue to be tracked internally but will no longer be published in the APB.
I-A-10. RRB releases a UI claim form or letter of denial within 10 days of receiving an application for unemployment benefits. (Measure: % ≤ 10 days)	Data will continue to be tracked internally but will no longer be published in the APB.
I-A-11. RRB releases an SI claim form or letter of denial within 10 days of receiving an application for sickness insurance benefits. (Measure: % ≤ 10 days)	Data will continue to be tracked internally but will no longer be published in the APB.
I-A-16. Achieve quality and accuracy of correspondence, publications and voice communications. (Measure for fiscal year 2010 and later: number of valid challenges to published data)	Data will continue to be tracked internally but will no longer be published in the APB.
I-A-17. Improve timeliness and efficiency in posting service and compensation data to agency records. (Measure for fiscal year 2010 and later: % of service and compensation records posted by May 1)	Data will continue to be tracked internally but will no longer be published in the APB.
I-A-18. Improve accuracy in posting service and compensation data to agency records. (Measure: % of service and compensation records posted accurately)	Data will continue to be tracked internally but will no longer be published in the APB.
I-A-19. Covered employer annual reports of employees filed electronically, or on magnetic media. (Measure: % of employee records filed electronically, or on magnetic media)	Data will continue to be tracked internally but will no longer be published in the APB.
II-A-2. Release quarterly and annual notices accurately and timely to employers regarding their experience rating-based contributions. (Measure: Yes/No)	Data will continue to be tracked internally but will no longer be published in the APB.

**Objectives Dropped from the Fiscal Year 2011 Annual Performance Budget**

Indicator <sup>1/</sup>	Reason
<p>II-A-3. Complete compensation reconciliations at least 1 year before the statute of limitations expires. (Compensation reconciliations involve a comparison of compensation reported by railroad employers to the RRB for benefit calculation purposes with compensation reported to the IRS for tax purposes.) (Measure: % completed)</p>	<p>Data will continue to be tracked internally but will no longer be published in the APB.</p>
<p>II-A-4. Perform monthly reasonableness tests comparing railroad retirement taxes deposited electronically, which represent over 99 percent of all railroad retirement taxes, against tax receipts transferred to the RRB trust funds by the Department of the Treasury (Treasury) to provide reasonable assurance the RRB trust funds are receiving appropriate tax funds. (Measure: reasonableness test performed and anomalies reconciled with Treasury. Yes/No)</p>	<p>Data will continue to be tracked internally but will no longer be published in the APB.</p>
<p>II-A-5. Prepare annual Performance and Accountability Reports (including audited financial statements and other financial and performance reports) by the required due dates. (Measure: Yes/No)</p>	<p>Data will continue to be tracked internally but will no longer be published in the APB.</p>
<p>II-A-6. Take prompt corrective action on audit recommendations. (Measure: % of audit recommendations implemented by target date)</p>	<p>Data will continue to be tracked internally but will no longer be published in the APB.</p>
<p>II-C-1. Continue succession planning by ensuring there is a cadre of highly skilled employees available for key positions. (Measure: structured succession planning activities are continuing. Yes/No)</p>	<p>Data will continue to be tracked internally but will no longer be published in the APB.</p>
<p>II-C-2. Annually assess/update all computer security, disaster recovery, and business resumption plans for the agency. (Measure: Yes/No)</p>	<p>Data will continue to be tracked internally but will no longer be published in the APB.</p>
<p>II-C-3. Maintain an incident response program for responding to and reporting computer security incidents. (Measure: All cyber security incidents will be reported to US-CERT. Yes/No)</p>	<p>Data will continue to be tracked internally but will no longer be published in the APB.</p>
<p>II-C-4. Assess computer security training requirements and implement an ongoing training program for agency staff. (Measure: Yes/No)</p>	<p>Data will continue to be tracked internally but will no longer be published in the APB.</p>
<p>II-C-6. Assemble and publicize an annual inventory of RRB commercial activities on the RRB Website. (Measure: Yes/No)</p>	<p>Data will continue to be tracked internally but will no longer be published in the APB.</p>

**Objectives Dropped from the Fiscal Year 2011 Annual Performance Budget**

<b>Indicator <sup>1/</sup></b>	<b>Reason</b>
II-C-7. Meet government percentage goal for use of performance-based contracting techniques for eligible service contract funds. (Measure: Yes/No)	Data will continue to be tracked internally but will no longer be published in the APB.
II-C-8. Support government-wide procurement of E-Government initiatives using the point of entry vehicle of <a href="#">.FedBizOpps.</a> for all eligible actions. (Measure: Yes/No)	Data will continue to be tracked internally but will no longer be published in the APB.
II-C-12. Complete 16 corrective actions to correct the RRB’s material weakness related to information security. (Measure: Meet target dates for the project. Yes/No)	Data will continue to be tracked internally but will no longer be published in the APB.
II-D-1. Review monthly reports submitted by the Trust. (Measure: Yes/No)	Consolidated with II-D-2 and 3 into a single new indicator.
II-D-2. Review annual management reports submitted by the Trust. (Measure: Yes/No)	Consolidated with II-D-1 and 3 into a single new indicator.
II-D-3. Review annual audit reports of the Trust’s financial statements. (Measure: Yes/No)	Consolidated with II-D-1 and 2 into a single new indicator.

<sup>1/</sup> Indicator numbers correspond to the Fiscal Year 2011 Annual Performance Budget.