

Ensures SSA's public affairs/information efforts are implemented effectively and efficiently within DCO components.

11. Establishes policies and develops criteria on field office accessibility (hours of service, size of field offices, type and location of services, etc.).

12. Directs the planning, analysis and evaluation of field office structure and develops innovative concepts for the future role of DCO components, including improvements in service.

E. The Division of Operations Management (S2NB).

1. Plans and coordinates postentitlement cyclical workloads; maintenance of beneficiary and earnings records; certification of payment; and recoupment of overpayment processes impacting on DCO components.

2. Plans, designs and implements studies and analyses to assess payment processing activities and operational goals and objectives. Plans and initiates new processing workflows for claims and postadjudicative actions to ensure the most effective and efficient program delivery to the public.

3. Establishes workload processing schedules ensuring efficient sequences of interrelated workloads and recommends to DCO appropriate priorities.

4. Coordinates operational processes with programs administered by other government agencies such as Railroad Retirement Board, Treasury Department, Internal Revenue Service, Veterans Administration, State Department and the Administration on Aging.

5. Creates workflows and processes with systemic safeguards to prevent errors and ensure a full audit trail for automated and paper products.

F. The Division of Resource and Management Information (S2NC).

1. Performs a broad range of financial management, budget and management information activities. Formulates, executes and monitors component budgets and spending plans. Develops and monitors DCO's operating budgets. Develops reprogramming recommendations for DCO management consideration.

2. Analyzes and develops budget cost analyses based on Agency constraints, initiatives and legislation. Analyzes budget data, program cost allocations, operating program input, workload and productivity information for the preparation of the annual budget.

3. Analyzes and monitors component productivity to determine staffing requirements and ensure effective delivery of service. Establishes component fulltime equivalents, workyears and dollar allocations,

including identification of reprogramming needs. Distributes and monitors General Services Administration building delegations.

4. Analyzes legislative, procedural and technological changes and ensures appropriate resource allocations are provided to effectively implement those changes. Plans and implements budgetary incentives/pay reform projects.

5. Implements and maintains an integrated management information system through studies and analyses which identify specific operating areas to be measured and to control workloads. Identifies DCO management needs and develops systems and methods to deliver the timely, pertinent information that managers need to effectively manage SSA's programs and delivery of service.

6. Analyzes data to identify trends which DCO management must consider in developing plans for deployment of human and materiel resources. Designs, develops and analyzes various weekly, quarterly and annual management information reports.

7. Develops policies, procedures and standards for which DCO can carry out its management activities in the areas of personnel, employee relations, facilities, space, property management, etc.

8. Identifies training and career development needs of DCO employees and ensures these needs are met. Assesses future training needs as technology advances and plans and implements component career enhancement programs to ensure employees have skills needed to plan and prepare for these technological changes.

9. Within established guidelines, plans and oversees implementation in DCO components of projects which improve employee environment and well being (wellness/fitness, child care, elder care, office space/furniture).

10. Plans, develops, implements and evaluates comprehensive handicapped, Equal Employment Opportunity and affirmative employment programs to ensure all employees are treated equitably.

11. Plans and implements effective management communication networks to ensure employees are kept informed of Operations' and SSA's initiatives as well as determining, evaluating and addressing employee concerns.

12. Provides staff support to DCO in planning and providing effective performance management/awards programs ensuring fair and equitable treatment of all employees.

13. Develops innovative approaches to job restructuring/enhancements from

an Operations' perspective. Plans, develops, implements and analyzes pilots and studies to enhance the quality of the workforce.

#### **Subchapter S2Q—Office of Telephone Services**

S2Q.00 Mission  
S2Q.10 Organization  
S2Q.20 Functions

Section S2Q.00 *The Office of Telephone Services—(Mission)*: The Office of Telephone Services is responsible for planning, implementing, operating and evaluating SSA's telephone service to the public delivered by the national 800 Number and SSA FOs. The Office plans and conducts studies, pilots and analyses of 800 Number and FO telephone operations to assess and improve the service provided. The Office provides direct support to 38 TSCs and approximately 1,300 FOs, including developing and communicating uniform operating policies and procedures. The Office 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's telephone service to the public. This Office manages SSA's 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.

Section S2Q.10 *The Office of Telephone Services—(Organization)*: The Office of Telephone Services includes:

A. The Director of the Office of Telephone Services (S2Q).

B. The Deputy Director of the Office of Telephone Services (S2Q).

C. The Immediate Office of the Director of the Office of Telephone Services (S2Q).

D. The Service Team (S2QA).

E. The Voice Network Team (S2QB).

Section S2Q.20 *The Office of Telephone Services—(Functions)*:

A. The Director, Office of Telephone Services (S2Q) is directly responsible to the DCO for carrying out the Office's mission relating to the operation of SSA's national 800 Number and FO telephone service, and provides general supervision to the major components in the Office.

B. The Deputy Director, Office of Telephone Services (S2Q) assists the Director in carrying out his/her responsibilities and performs other duties as the Director may prescribe.