

Social Security Administration

Index Score: 70.1 (Ranked #6 out of varied totals)

To deliver Social Security services that meet the changing needs of the public. To assign Social Security numbers to U.S. citizens, maintain earnings records for workers under their Social Security numbers and administer the Supplemental Security Income program for the aged, blind and disabled.

Scores and Rankings by Class

Class	2011 Score	Rank (out of varied totals)
Employee Skills/Mission Match	82.0	3
Strategic Management	62.7	4
Teamwork	71.4	5
Effective Leadership	58.3	7
Effective Leadership - Empowerment	49.8	13
Effective Leadership - Fairness	55.8	12
Effective Leadership - Senior Leaders	57.4	4
Effective Leadership - Supervisors	64.6	15
Performance Based Rewards and Advancement	48.9	10
Training and Development	64.9	4
Support for Diversity	60.5	10
Pay	64.5	9
Family Friendly Culture and Benefits	31.7	22
Work/Life Balance	62.1	11

Scores by Class	2010	2009	2007	2005	2003
Employee Skills/Mission Match	81.3	81.1	80.0	76.4	79.0
Strategic Management	62.1	60.7	60.1	55.9	56.0
Teamwork	69.9	74.2	74.5	71.2	68.1
Effective Leadership	56.3	53.5	53.2	48.6	47.4
Performance Based Rewards and Advancement	48.1	48.1	47.1	43.3	42.1
Training and Development	63.3	61.4	61.3	57.4	55.8
Support for Diversity	60.4	60.7	57.0	57.1	60.4
Pay	72.1	69.1	67.1		
Family Friendly Culture and Benefits	39.4				
Work/Life Balance	61.7	59.5	62.5	55.8	56.4

Index Scores

Year	Score
2011	70.1
2010	71.6
2009	67.0
2007	66.5
2005	60.6
2003	61.7

Scores and Rankings by Demographic

Demographic	Score	Rank (out of varied totals)
Female	74.7	4
Male	71.5	7
40 and over	72.7	5
Under 40	76.1	6
Asian	76.9	3
Black or African-American	74.2	4
Hispanic or Latino	79.3	4
Multi-racial	66.4	5
White	72.5	6
American Indian or Native American	72.2	2

Scores by Demographic	2010	2009	2007	2005	2003
Female	73.5	80.7			
Male	73.7	69.2			
40 and over	71.3	67.4			
Under 40	79.7	66.1			
Asian	74.7	75.3			
Black or African-American	73.6	64.1			
Hispanic or Latino	82.9	66.6			
Multi-racial	71.7	65.2			
White	71.5	72.0			
American Indian or Native American	56.9	67.0			

Staff/Manager Alignment

Score: -8

Less Aligned / More Satisfied:

Agencies in this group have *Best Places* Index scores that exceed government-wide norms, but less-than-normal alignment between staff and managers on key workforce issues. Despite good scores on the *Best Places* index, agencies in this group should therefore examine the areas of high disconnect between staff and managers.

Workforce Size and Trends

Number of Employees in:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
	60,916	61,072	61,685	62,171	62,684	61,413	60,022	61,487	64,696	66,666

Employees joined (2009): 5,787

Percentage joined (2009): 8.70%

Average joined (2004-2009): 4,416

Employees left (2009): 3,734

Percentage left (2009): 5.60%

Average left (2004-2009): 3,841

Rookie ratio (percentage of workforce with less than three years of service): 19.50%

More About the Agency

Headquartered in Baltimore, MD

Other Locations: Main regional offices in Boston, MA; New York, NY; Philadelphia, PA; Atlanta, GA; Chicago, IL; Kansas City, MO; Dallas, TX; Denver, CO; San Francisco, CA and Seattle, WA, plus 1,500 field offices, Teleservice Centers (800 number), Program Service Centers and Hearings Offices nationwide

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