Congress needs to increase SSA's Administrative Budget (LAE)

The Social Security Administration (SSA) was once one of the best federal agencies to work at and recognized for providing good public service. But after years of underfunding and hostility towards its workers, things have changed. Service levels have deteriorated and 43% of the work force is contemplating leaving the Agency in the next year according to a union membership survey.

What happened?

Over the past decade, Congress has cut SSA's funding. The results have been catastrophic. In FY 2010 Congress funded 66,989 full time equivalent employees (FTE) and 70,131 work years (WY). In FY 2022 it only funded 58,201 FTE and 59,169 WY (the difference between FTE and WY is overtime). In the state Disability Determination Service (DDS) work years were cut from 15,985 in FY 2010 to 13,581 WY in FY 2022. In Operations (the component that provides direct service to the public and processes and adjudicates claims) staffing fell from 48,450 FTE to 42,166 during this 12 year period.

This underfunding of SSA occurred while workloads were increasing:

- Beneficiaries increased by 21%.
- The number and complexity of claims increased.
- Disability claims processing time have increased from 79 days in FY 2019 to 214 days in FY 2022.
- Average wait times for calls to the 800# have increased from 20 minutes in FY 2019 to 33 minutes in FY 2022.
- Currently almost 1/2 of the calls to the 800# are unanswered due to a busy signal or because frustrated callers hang up.
- The backlogs of disability claims are over 1 million. That's 60% more than the 2019 backlog.
- Disability reconsideration processing time has escalated and the backlogs of these appeals are up by 75% compared to 2019.

Employees work life has deteriorated due to unmanageable workloads, excessive management scrutiny, inflexible leave practices and uncompetitive pay and benefits. Attrition has become a huge problem both in SSA and the DDS.

- 25% of DDS Claims Examiners left the state agencies in 2022. This attrition level doubled in 2 years.
- The current attrition rate in SSA is at a record high of 11%. The teleservice center employees who answer the 800 number are leaving at a nearly 25% rate.
- Resignations of employees not eligible to retire have increased form 757 in FY 2017 to 2081 in FY 2022. That is an increase of 274%.

Employee morale has plummeted:

- SSA scored in the top 5 of large Agencies for many years in the OPM employee survey. Now it's at the bottom 3.
- The union surveyed close to 13,000 members in September and 43% were contemplating leaving the Agency in the next year.
- 60% of employees' surveyed stated that they had poor morale due to micromanagement, a lack of management support and inflexible work scheduling options.
- 76 % stated that their overwhelmingly large workloads prevented them from performing their jobs to the best of their ability.
- 58% complained about outdated and inefficient technology
- 40% said their initial training was poor and 59% felt their ongoing training was inadequate.

While SSA employees have worked hard to serve the public, inadequate budgets are taking their toll. The FY 23 budget that Congress passed of $785 million was barely over the $632 million SSA projected as what was necessary for inflation.

Immediate action is necessary to substantially increase SSA's administrative budget so that the employees can provide the public the services that they are entitled to and that they paid for.

AFGE proposes for congressional consideration an appropriation for administrative expenses in SSA for FY 2024 of $17.39 billion:

This budget proposal would be broken down in the same percentages that SSA has proposed for their FY 2023 budget:

- 56% salary and benefits or $9.62 billion
- 16% other objects (i.e., rent, equipment, furnishings, security guards, etc.) or $2.75 billion.
- 17% DDS or $2.92 billion.
- 11% IT (technology) or $1.89 billion.
- $100 million retention pay
- $20 million magnetometers/metal detectors
- $90 million Social Security statements.

This would restore SSA's WY to 69,430 or near the FY 2010 level of 70,131 WY. This presumes a 4.1% inflation rate. The retention pay would be an inducement for employees to stay with the agency. Most SSA field offices are not equipped with magnetometers/metal detectors. Hearings offices have this equipment and a lot less public traffic. The law requires all wage earners to receive by mail a Social Security statement. This valuable source of information informs workers how much they have paid into the trust fund and what their estimated benefits would be upon retirement. The public has a right to this information.

A budget of this amount will restore the Agency's ability to service the public and should result in upgrading worker morale. Failure to cure the SSA budget shortfall may have disastrous consequences. Seniors, the disabled and survivors deserve better and SSA LAE will still be under 1% of expenditures.

Contract Negotiation Update

AFGE Council 220
Representing 26,500 Employees

In July 2022, SSA and AFGE reached a settlement deal that allowed for:

- The restoration of official time back to the 2012 levels of 250,000 hours
- Grievances to be filed electronically
- Permitting union representatives to solicit membership on agency email
- Negotiations to secure 10 additional union office spaces
- Restoring the Agency payment for union arbitration transcripts
- Permitting union officials to telework on official time

The settlement also secured a limited reopening of our 2019 contract.
The articles that will be reopened:

- Article 3 Employee Rights
- Article 16 Training
- Article 20 Child and Elder Care
- Article 23 Discipline
- Article 27 Details
- Article 29 Union Management Meetings

SSA is relying on congressional oversight to protect its federal employees.

AFGE Council 220: LegCon 2023 Talking Points

Who We Are

AFGE Council 220 represents nearly 30,000 field workers serving 63 million Social Security recipients at about 1,200 field offices, 20 teleservice centers, and seven workload support units nationwide.

We are one of six councils that make up the General Committee of AFGE at SSA. which collectively represent a total of 42,800 SSA bargaining unit employees.

Define the problem and offer solutions

The Social Security Administration is in staffing and attrition crisis.

Our current workforce of less than 60,000 is a 25-year low. According to agency data, by the end of FY 2020, the Agency operated with 7,000 fewer workers than it did in 2010. By the end of FY 22 it operated at 8,800 employees less than 2010. In recent meetings between AFGE and the agency, the agency reported that it continues to lose employees by about 1,000 a month.

At the same time, since 2010, the number of beneficiaries has risen by **10 million – a 21 percent increase.**

In January 2023, the agency reported to AFGE its plans to do record hiring with a goal to onboard 10 thousand new employees by the end of FY 23 to fill the staffing losses. While this is promising, this will cause a significant strain on an already overworked and overloaded work force, as more employees will be required to divert their attention away from front and back-end processing of the public's work to mentor and train new hires throughout the 2–3-year onboarding and formal training process.

There is also no guarantee that the newly hired employees will stay with the agency as many report current training models to be inadequate, and ultimately they resign or are terminated during their probationary period due to overwhelming stress they experience on the job. The agency assigns trainees to public inquiry, claims taking, developing, and processing before they have had adequate training. Military veteran new hires also struggle to understand and follow through with receiving the unique benefits that they are due upon entering civilian service. The union insists that the agency mandates managers to an interactive follow-up discussion within the first 90 days of the veteran new hire onboarding process to ensure that all benefits owed are received.

As a result of all this, severely understaffed offices are unable to keep up with the demands of growing caseloads and an influx of benefit applicants. To make matters worse, in January 2020, the agency eliminated Wednesday afternoon "adjudication time" or employee dedicated back-end processing time and have yet to establish a reasonable replacement. This has resulted in an agency that mostly intakes, and, in turn, has caused severe delays in public service delivery.

According to agency data and referenced in a recent article by Kathleen Romig, the Director of Social Security and Public Disability Policy, “In August 2022 the average wait for an initial disability decision at SSA hit an all-time high of 198 days (6.6 months).”

A 2020 GAO report on SSA disability applicants found that over an 11-year period, more than 100,000 died while awaiting final determinations of appeals which can take years to adjudicate.

On the agency’s toll-free 1-800 number, the average speed of answer — or the length of time the public waits for an agent to answer their call — more than doubled in 2022, to about 33 minutes per call. That is compared to 13.5 minutes in 2021.

This wrong-way growth in hold times can be attributed to the historic staffing attrition levels, continued phone system inadequacies, and employees being recalled into offices in March 2022 to do portable work after two years of reported increased productivity while working at home during the pandemic.

A burnt-out workforce unable to keep up with public demand, a lack of a comprehensive robust telework program, and increasingly lower pay and benefits compared to their private sector counterparts is driving the historic SSA morale and attrition crisis. This requires congressional awareness and oversight. Congress and SSA should be throwing everything and the kitchen sink at this dire situation in order to recruit and retain the best and the brightest well-trained, efficient, and productive workforce including:

Requests to Congress:

- ✓ Drastically increase funding to SSA.
- ✓ A meaningful across the board pay and locality pay increase for federal employees.
- ✓ Confirm a permanent SSA Commissioner.

Recommendations to the SSA:

- ✓ A retention pay incentive for current employees.
- ✓ A robust comprehensive telework study that increases the number of eligibility days.
- ✓ Implement realistic Teleservice center average call handle time goals.
- ✓ A national standard that restores dedicated back-end processing time.
- ✓ Redesign its new hire and ongoing training models and create pathways for upward mobility especially at the Teleservice centers.
- ✓ A collaborative and cooperative approach to employee and labor management relations and contract negotiations.

Telework, remote work, work at home during weather and safety emergencies

During the COVID-19 pandemic, SSA employees worked remotely for nearly two years, with high productivity.

Council 220 survey respondents overwhelmingly agreed by 90% that they are more efficient, productive, and focused while teleworking. Fully 85% said they can complete 75-100% of their daily workload while working remotely, which is significantly higher compared to the estimate for working in the office.

As the Agency struggles to recruit qualified candidates and stem the exodus of current employees, a more robust telework program is essential. We know that qualified applicants are routinely turning down job offers from SSA. Their top reason for turning down these offers? Inadequate work/life flexibility.

This is a cost-neutral solution. The infrastructure to make such shifts already exists. Employees can begin to desk share when staffing levels raise to adequate levels to meet public demand.

The Agency's foot-dragging on this front is in direct contradiction to President Biden's Executive Order 14058, which calls on each federal agency to take advantage of existing technology to **"transform (the) federal customer experience and service delivery to rebuild trust in government."**

Attrition among customer service representatives working in the agency's 22 Teleservice Centers (TSCs) is at a historic high of nearly 25 percent.

These employees, and those at the agency's Workload Support Units (WSUs), successfully worked fulltime from their alternative duty stations during the pandemic, and have fully portable workloads, yet the agency now demands these workers report to an office at least one day a week.

Converting these positions to fully remote jobs would save money that could be better spent on service delivery improvements and more competitive pay, including a retention pay incentive.

Sending employees home to telework, as needed, for weather and safety purposes during natural disasters, pandemics, office safety concerns, building issues, etc. has proven to be a way for the agency to maintain productivity and ultimately save taxpayers money.

Employee Morale

Federal Employee View point survey data shows that employee engagement and morale at SSA rank among the lowest across the entire federal government.

Overworked, underpaid, and under-supported employees are leaving our workforce in droves. Many more are continuing to plot their exit strategies.
A fall 2022 independent survey of Council 220 employees found: that nearly half plan to leave the Agency within the next year. Among younger employees, that number rises to nearly two-thirds.

70% know a coworker that retired or resigned from SSA because SSA does not offer adequate telework or remote work options.

85% know a coworker that has sought therapy or medication to deal with work related stress, and tragically 8% know a co-worker that has committed suicide while working at SSA and it can be linked to work-related stress.

Budget, Pay, and Contract

We are requesting that Congress support AFGE's request for a $17.39 billion operational budget in FY24 to restore adequate staffing and public service back to 2010 levels and make improvements to field office (FO) safety and overall technology to fit modern demands. We are asking congress to specifically earmark funds for staffing restoration, FO security, phone system improvements, and retention pay incentives.

This request builds on our FY23 ask of $16.5 billion, adjusted for inflation.

We also seek your support of AFGE's call for an across-the-board pay increase for federal employees and adjustments to locality pay that more accurately reflect the higher costs of living in certain areas. Federal pay lags behind the private sector by nearly 25 percent, according to recent media reports.

In April, negotiations on a limited reopening of the 2019 agency-employee contract begin for three months.

We are requesting congressional oversight of these negotiations to ensure that management engages as a collaborative partner committed to addressing our worker morale and attrition crisis.

Technology

As the Agency tasked with administering Social Security to tens of millions of elderly and disabled Americans, SSA should be on the forefront of making its services more accessible and convenient.

We serve the most vulnerable populations of our society and should utilize every tool at our disposal and take extra care to ensure that the public is not forced to wait too long for services and being needlessly put at risk when so many tools of modernization are available.

Technology-driven, consumer-friendly practices are now commonplace in the private sector and at other federal agencies. The Agency **MUST make the necessary investment in technological upgrades and policy changes that bring our customer service delivery into the 21st century.**

The national 1-800 number phone system in place at Teleservice Centers is sorely inadequate. It has experienced nationwide outages on several occasions since the start of the COVID 19 pandemic. It also no longer offers the public basic modern courtesy features, such as an announcement of estimated wait times while customers are on hold waiting to talk to an agent, or the option to receive a call back from an agent when they become available.

Furthermore, the Agency should allow SSA beneficiaries the choice to start, stop, or change voluntary tax withholding through their my SSA account.

It could utilize existing interface queries to verify lawful presence of claimants and match existing policy regarding proof of age tolerance for citizens with lawful aliens. That would save the American public considerable processing time and hassle compared to the current requirement of submitting original documents.

It can utilize electronic original document verification methods that have proven to be safe and effective to reduce the public in person footprint in offices or delays in mail processing.

An investment in video service delivery should be at the top of the technological service improvements.

Reliance on outdated technology is crippling our ability to provide the core services that Social Security's aging and most vulnerable populations deserve.

Agency policies don't reflect the modern world in which we live.

Teleservice Center Metrics

Teleservice Center agents often report that their managers engage in discussions with them on the national standard goal and expectation to adhere to a nine-and-a-half-minute average call handle time. Employees report managerial micromanaging, and needless performance discussions when they are not able to meet this unrealistic goal. Phone system inadequacies that cause an agent to take more time to de-escalate the public customer, customer questions related to complex programs that cannot be readily resolved from automated services, the public's unique circumstances such as limited English proficiencies or disabilities, and multiple public customers utilizing the same agent during one call, are all common examples as to why an agent should not be rushed off the phone. An agency that requires adherence to unrealistic metrics causes stress on the employee and repeat contact from customers. It forces the employee to choose between providing adequate service and their performance evaluation.

Permanent Commissioner

Lastly, President Biden must nominate, and Congress act to confirm, a permanent Social Security Administration commissioner. Unconfirmed leadership lacks the authority to make the fundamental changes SSA requires.

Letter to the Editor submitted to the Washington Post

Regarding the recent vote in the U.S. House of Representatives, AFGE members and I are offended by the vote to pass the SHOW UP Act.

The SHOW UP Act blatantly disrespects the 26,500 Social Security Administration employees that the American Federation of Government Employees National Council of Field Operations Locals (AFGE Council 220) represents. Now more than ever, Social Security is at a crossroads, with an employee morale crisis that puts the benefits of millions of Americans at risk. We have too many cases, too little support, and too few employees.

A survey conducted in late 2022 found that 85% of our members are contemplating leaving the Agency in the next 12 months due to low pay, unclear telework options, and lack of time to complete their assignments. Furthermore, 90% of our members are more efficient, productive, and focused while teleworking; and almost all employees believe they can complete more work from an alternative duty location than working in the office.

Staff are leaving in droves because the Social Security workplace is stuck in the past. We need more investment in technology and telework, not less. Telework is a lifeline for many and offers opportunities for more people to serve in the federal government. Now is the time to empower and incentivize employees, not punish them.

A robust telework program is an important tool the agency must maintain to keep a workforce ready and available to serve the American people in times of natural disaster, hazardous weather conditions, pandemics, and during other office health and safety emergency evacuation needs. It provides a continuity of service without losing valuable production hours and saves the taxpayer money in unnecessary administrative leave costs.

Federal employees aren't asking for much: respect and the tools to do their job effectively. Shame on Congress for not recognizing this.

Jessica LaPointe

President, AFGE Council 220

Jessica LaPointe is president of the American Federation of Government Employees, Council 220. She lives in Madison, Wisconsin.

THE SOCIAL SECURITY ADMINISTRATION IS IN CRISIS

AFGE Council 220 represents nearly 26,500 front-line employees serving 63 million Social Security recipients in 1,200 field offices, teleservice centers, and workload support units nationwide.

Our current workforce of less than 60,000 is a 25-year low. The Agency operates with 4,000 fewer field office and teleservice center employees than it did 12 years ago.

At the same time, since 2010, the number of beneficiaries has risen by

10 million (a 21% increase)

Long lines and excessive wait times at field offices across the country captured public and media attention this summer, further eroding public confidence and employee morale.

Pulse surveys continue show that employee engagement and morale at SSA rank among the lowest across the entire federal government.

A fall 2022 independent survey of Council 220 employees found that:

- **Nearly half plan to leave the Agency** within the next year.
  - Among younger employees, that number rises to nearly two-thirds.
- **76%** of respondents said their workloads “keep me from performing my job to the best of my ability.”
- More than **90%** said in order to meet management expectations they are forced to work through lunch and other breaks, increasing stress and anxiety while reducing morale.
- **46%** of respondents listed **insufficient employee pay/benefits as negatively impacting morale in the workplace.**

Overworked, underpaid, and under-supported employees are leaving our workforce in droves. Many more are plotting their exit strategies.

Employees are more likely to remain in their roles and do better work with improved compensation and manageable workloads.

AFGEC220.ORG

Why Social Security Works is Fighting with and for Organized Labor and the Career Civil Servants It Represents

Social Security is crucial to the economic security of working families. Without organized labor, there would be no Social Security. For the last eight decades, it has been instrumental to the creation and expansion of Social Security. Americans would not be able to access their earned benefits without the hard work of the career civil servants at the Social Security Administration ("SSA"). In short, without the hard work of career civil servants, there would effectively be no Social Security.

The earliest SSA commissioners understood this. Before becoming the first SSA Commissioner, Arthur Altmeyer, was an integral part of creating and enacting the pro-labor legislation pioneered by Wisconsin's progressive Governor Philip La Follette. His pro-labor work in Wisconsin was followed by his pro-labor work in Washington, DC where he joined Secretary Frances Perkins at the Department of Labor, before moving over to the Social Security Board (the predecessor to SSA). The longest-serving commissioner, Robert M. Ball was mentored by Altmeyer (and was mentor to Social Security Works President Nancy Altman).

Both men recognized the importance of a well-trained, well-respected, and well-treated workforce. They understood that to lead the agency effectively, it was crucial to form a partnership with the unions that represent the workers. They strived to be fully transparent, communicative, collaborative, and approachable. They recognized how important that partnership was – and is – to delivering the American people the first-class service they deserve, have earned, and indeed, have paid for through their Social Security insurance contributions.

As a result of their efforts, SSA has a proud history of delivering first-class service to the American public. In its early years, it was noted for having an extremely compassionate, committed, hardworking, and happy workforce. Because of Altmeyer's and Ball's deep understanding and commitment to the career, civil service and those who represented them, SSA used to rank as one of the best places to work. Generations of SSA career civil servants urged friends and family to work there as well. Unfortunately, that is no longer the case. Consequently, all of us are worse off. It is crucial that SSA be returned to the place where people are eager to work

Pay must be increased, additional field offices added, and the workforce greatly expanded. That, will require Congress to allow SSA to spend just a few percentage points more of its $2.9 trillion reserve. While all of us demand that from Congress, there are important steps that SSA can take on its own. We must demand the administration do what it can on its own.

It is crucial to all of our economic security that the unions that represent SSA workers are given an equal seat at the table. They must be involved in every important decision that affects the workforce

In particular, SSA should renegotiate all parts of AFGE's contract, which was imposed on the workers improperly by the prior administration. It should greatly expand official time so that the workers' representatives can adequately represent them. It should expand all benefits over which it has control, such as telework.

Greatly expanded telework should not be controversial. Much of what SSA employees do does not involve face-to-face service. Consequently, employees should be free to work wherever they want. Even with those who do assist the public in face-to-face encounters, much of their work is also behind the scenes. SSA management, in close collaboration with the workers' unions, should be able to implement as much telework as workers want with no compromise to service to the public.

A workforce that feels appreciated and is trusted will be a highly productive workforce. When employees are treated with dignity and respect, they are self-motivated to go beyond the expectations of their superiors—and this makes them optimal workers that can do their job from anywhere including home.

Allowing workers to telework as much as they want along with similar reforms to increase work place satisfaction will improve recruitment and retention and optimize the production of SSA employees. That is absolutely necessary to ensure that the American people receive the first-rate service they must have. It is necessary, but not sufficient. SSA must be allowed to spend more on its workforce, so that current workers are not overworked.

SSA Needs Permanent Telework Policies

AFGE Council 220
AFGE
Representing 26,500 Employees

During the COVID-19 pandemic, SSA employees worked remotely for nearly two years with high productivity.

As the Agency struggles to recruit qualified candidates and stem the exodus of current employees, a permanent telework program is essential. Qualified applicants are routinely turning down job offers from SSA, and valuable employees are leaving for other agencies.

Their top reason for rejecting SSA?

Inadequate work/life flexibility.

90% of Council 220 survey respondents agreed that they are more **efficient, productive, and focused** while teleworking.

85% said they can complete 75-100% of their daily workload while working remotely, which is significantly higher than the estimate for working in the office.

TSC employees, and those at the Agency's Workload Support Units, successfully worked full time from their alternative duty stations during the pandemic, with fully portable workloads, yet the Agency now demands these workers report to an office at least one day a week.

Attrition is at a historic high among customer service representatives working in the agency's 22 Teleservice Centers, nearly **25%**

Utilizing telework in times of weather and safety needs like natural disasters, pandemics, and other office health and safety events keep employees productive, maintains continuity of public service, and saves taxpayer money.

Converting TSC & WSU positions to fully remote jobs would save money that could be better spent on service delivery improvements and more competitive pay, including a retention pay incentive.

This is a cost-neutral solution. The infrastructure to make such shifts already exists.

The Agency's foot-dragging on this front is in direct contradiction to President Biden's Executive Order 14058, which calls on each federal agency to take advantage of existing technology to "transform (the) federal customer experience and service delivery to rebuild trust in government."

TELEWORK CASE STUDY

In March 2022, Social Security Field Offices returned to in-office operations with a 2 day per week telework program. As a result, Field Office employees who participate in the telework program continue to work when Field Offices are closed due to severe weather or other adverse health and safety conditions.

Prior to SSA implementing any sort of wide-scale telework trial, SSA was obligated to pay weather and safety leave to employees who were scheduled to work in the office during severe weather closures. As a result, there were often days where entire Field Offices were unable to produce work because of these closures. Even when Field Offices did not close, the public was often underserved in severe weather events, because of mass transit disruptions and closures of other community services. Telework has allowed Field Offices to boost customer service in situations where the public would not have been served otherwise.

A real world sample of how telework has been effective in maintaining customer service has been occurring in upstate New York. SSA has many New York offices situated along Lake Erie and Lake Ontario, which is an area notorious for hazardous winter weather, and extended lake effect snow events. Since SSA employees' return to Field Offices in March 2022, there have been 11 days of severe weather that resulted in full-day office closures throughout 17 upstate New York offices represented by AFGE Local 3342.

Had these closures occurred in a non-telework environment, SSA and the public served by SSA's Field Offices would have lost upwards of 10,000 hours of productivity. In addition, there is a savings of approximately $341,000 in weather and safety leave that would have been paid to employees, had telework not been available.*

With a robust and permanent telework program, SSA will be able to enhance the level of service it provides in its 1200+ Field Offices, with a long term savings that can be used to restore SSA to the staffing levels required to accomplish its mission fully.

*Case sample based on current agency staffing figures as of 12/31/2022, and agency weather closure notifications provided from 4/1/2022-12/31/2022. Hours of productivity are based on an 8 hour workday, and an assumed 20% reduction due to daily employee leave usage not attibuted to weather and safety leave. Cost savings based on assumed GS-11, Step 1 salary, which reprsents a majority of field office positions in the 17 offices sampled.

VETERANS COMMITTEE GUIDE FOR ALL VETERANS

NEW HIRE CHECKLIST

Basics to be taken care of in the first 90 days of employment. The in-office management team are the first points of contact with HR to ensure the processes take place timely and accurately. Please contact your Union Rep with any issues.

- MILITARY BUY-BACK.
- ACCURATE VETERANS' SERVICE COMP DATES.
- GI BILL: QUALIFYING VETS CAN RECEIVE ADDITIONAL PAY DURING THEIR SSA TRAINING.
- INFORM AND GUIDE VETERANS ON REASONABLE ACCOMMODATIONS-(RA).
- FAMILY MEDICAL LEAVE ACT (FMLA).
- QUALIFYING VETERANS SHOULD HAVE LEAVE ALREADY AVAILABLE TO THEM FOR USE IMMEDIATELY UPON EMPLOYMENT AT SSA.

http://humanresources.ba.ssa.gov/VET/default.htm

Veterans Need Our Support

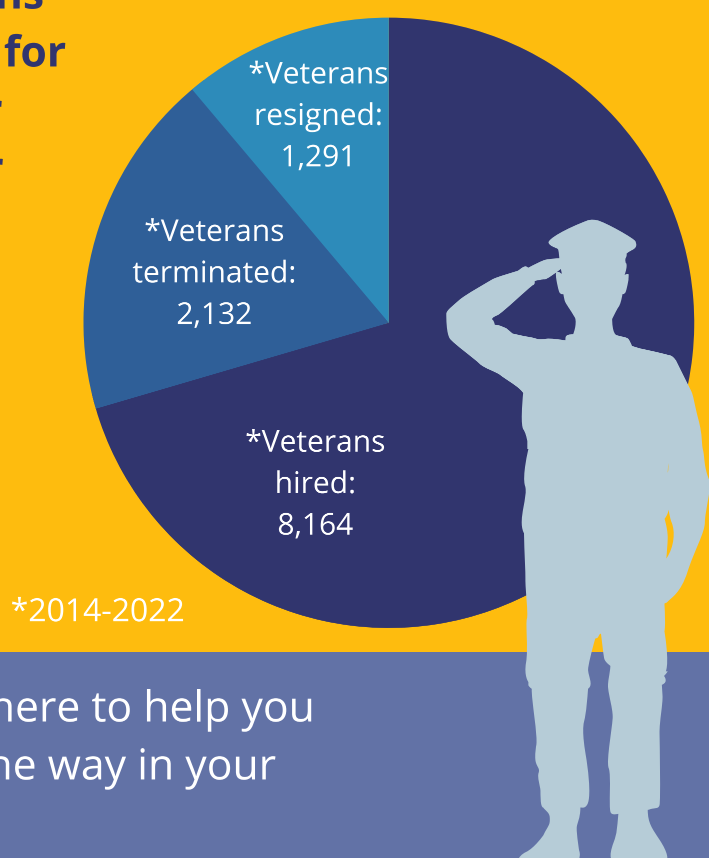
Council 220 thanks veterans for their service and all of the sacrifices they've made for our country.

Hiring veterans into good jobs that can support their families and provide for a lifelong career is a moral imperative. **We believe serving at SSA can be that career.**

SSA has had success recruiting veterans, but retention is a constant struggle. A **lack of support from the Agency** pushes many veterans out.

A large number of veterans resign soon after being hired. Others are terminated, often unfairly. Veterans not only expect high levels of professionalism, but they also deserve patience and empathy in transitioning to the civilian sector.

42% of veterans hired to work for SSA are either terminated or resign.



Council 220 is proud of its Veterans Committee, made up <u>of</u> veterans <u>for</u> veterans to help you advocate for your rights. We provide opportunities for veterans to serve and lead.

Council 220 is here to help you every step of the way in your career.

Veterans- reach out to your Union representatives for support and resources.

AFGEC220.ORG