

Spring 2012, Issue 4

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**Executive Corner**  
**Message from the PSC Director**

Welcome to the Spring issue of *Service Matters*! It's an exciting time as we reaffirm our commitment to customer service. Moreover, we plan to launch a new PSC.gov in April and the start of our One-Stop Service online portal. You can learn more in this issue.

We have dedicated this issue of *Service Matters* to customer service. We launched our **SMART 2** Program (the next iteration of last year's very successful cost-cutting exercise, **Save, Manage, and Assess our Resources Together**) to come up with innovative ways to save our customers money and provide more value. Through our SMART 2 Program, we are taking cost cutting to a new level. In addition to having our 21 Service Managers look within their own activity budgets for cost savings, we've generated dozens of cross-cutting, organization-wide ideas.

We look forward to implementing ways we can best serve you. Thank you for your support.

Cordially,  
Paul S. Bartley

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## Feature

### **PSC Director shares his vision for customer service**

*PSC Service Matters* interviewed PSC Director Paul Bartley about the Division of Administration's new customer service focus, "Start with Yes!" campaign. Here are excerpts from the interview.

#### ***PSC Service Matters: Following the Division of Administration's renewed commitment to customer service, how do you see that translate into PSC's service delivery?***

PSC has a long history of good customer service, so we are just enhancing what we do. It's really about taking his (Assistant Secretary for Administration Ned Holland's) vision and making sure we are aligned with it. I think we're already well down the path toward exceptional customer service.

#### ***PSC Service Matters: In your visits to other organizations, what pearls of wisdom have you gleaned? What would you like emulated in PSC?***

What I learned the most about other organizations is that customer service is ingrained in their culture. It's not about taking this training or having that checklist. We have to live it; we have to believe it. If you look at Procter & Gamble, Ritz-Carlton and Nordstrom, it's in the people. You walk up to someone, and they offer to help you. That's what they live for. So here in PSC, for example, an accountant in FMS can say, "How can I help? Do you need help with a financial report?" It's an attitude toward service.

A customer service attitude comes naturally to employees who have selling skills. Sometimes our customers aren't sure what they want, so we have to help them figure it out, and then offer things we can do for them. So I tell our staff, "When a customer asks you for something for which you might be inclined to say 'No,' you should try to probe a bit more by asking questions to clarify what it is or why he or she needs it. Instead of both of you feeling stuck, you should say, 'Yes, I understand your needs, and here's how I can help you.'"

**"For us, any time we can't solve administrative problems is a lost opportunity to serve a customer."**

As we hire new employees, we also look for a good fit in terms of a customer service attitude. Is this prospective employee a "how can I help you" or a "don't talk to me, I know all the answers" type of person? Frankly, I think it's easier to take somebody with a great attitude and teach them the technical aspects than it is to take a technical expert and then somehow ingrain them with a helpful attitude.

Another thing I've learned is, we get what we measure. That is why customer service is one of PSC's four Service Performance Indicators. We also have an annual customer satisfaction survey and a customer comment card system. Many of our units hold customer meetings regularly. Part of institutionalizing a customer service culture is measuring and tracking how well we provide customer service.

Relationship building is key. It's important to have a good record and rapport. The onus is on us (the service provider) to build those relationships. When we put ourselves in our customers' shoes, we have a better chance of understanding where they're coming from, what their frustration is, or what they're really asking for. We want to be proactive instead of just receiving the request. No customer wants to be taken for granted.

#### ***PSC Service Matters: What is your message to our customers?***

To our customers, I say, "We are ready to take customer service to the next level. We value your feedback, but that doesn't mean we're going to survey you every other day. It's actually our job to figure out what you need. We are very conscious that every minute you worry about administrative problems is a minute you're not working to cure cancer, ensure food safety, or focus on other programs. For us, any time we can't solve your administrative problems is a lost opportunity to serve you. We are here for you."

## PSC practices exceptional customer service

The **Division of Payment Management (DPM)** goes the extra miles for customer service, literally! Their accountants have traveled the globe to places such as Africa, to provide face-to-face training to grantees. DPM is especially helpful because of these complexities: the Payment Management System and Federal Financial Report, as well as Internet accessibility (because of government limits) and English as a second language. They partner with the ONE-DHHS Contact Center to support and track calls. They see tracking as paramount and have mechanisms to know how well or how poorly they're doing. They track help desk issues and performance standards. "You are what you track," said Director Helio Chaves. "If you're not tracking, you don't know what to focus on and improve." They put together customer service training for all employees, such as etiquette for written and verbal communication. "It was done in a fun environment," said Chaves. "We enjoyed the videos with scenarios and group discussions."

The **Division of Financial Operations (DFO)** in the Financial Management Service hosts monthly meetings with Business Points of Contact (BPOCs) — liaisons with OpDiv and StaffDiv user communities for the Unified Financial Management System (UFMS). They hosted special training workshops, held road shows and a Customer Service Day. The workshops cover topics such as how to prepare for year-end close or enter new requisitions. They may invite specialists, such as from the PSC Strategic Acquisitions Service, to talk about their field as it relates to financials or UFMS. "We engaged our specialists so customers can learn more from us," said DFO Director Matt Zakielarz. DFO is providing a refreshed toolkit as a reference guide for UFMS users. It has updated information, such as the charter, roles and responsibilities and how to run certain processes, get provisioned, use iProcurement, receive an invoice, and read and run reports. There are also demos, examples, and step-by-step instructions. They piloted a value-added service in FY 2012: on-site support for their budget and financial community as well as focused training. They provide subject matter experts to work on agency issues. The support complements their end-to-end Accounting Services as an offering for those who need a tailored process or training. For more information, contact [DFOCustomerservice@psc.hhs.gov](mailto:DFOCustomerservice@psc.hhs.gov) or 301-443-3050.

**FOH Clinical Services** formed a dedicated group to manage all aspects of customer service within the Clinical Division, from beginning to end. By making small, yet strategic changes to internal processes, the focus was shifted to improving the overall quality of services delivered and ensuring customers' needs are consistently met. "By realigning resources and forming this team of Clinical Services Managers, we've seen a marked change in service delivery," said Deputy Director Capt. Kim Deffinbaugh. Clinical Services Managers are located in cities around the country, and 85 percent of the team are nurses. "The strength of this team is a strong healthcare and operations background that gives them the ability to answer questions quickly, with information and knowledge at their fingertips," she said. This team of professionals is dedicated to working with their assigned customers and handles all aspects, from service delivery questions to accurate billing.

The **ONE-DHHS Contact Center** provides multichannel customer support via telephone, email, or Web portal for: Grants.gov; DPM; eGov Travel; Unified Financial Management System (UFMS), including MACCS and iProcurement; Access Management System (AMS); HHS Hotline; Security; Parking; and Transhare. "We strive to enhance the customer experience using the ONE-DHHS Contact Center by listening closely to our customer's needs," said ONE-DHHS Senior Project Manager Kathy Cooper. "For example, our CSRs (Customer Service Representatives) stay on the line with the customer during password reset calls. This allows the CSR to ensure the customer can successfully log in to various systems, eliminating the need to contact ONE-DHHS a second time. This improvement effort helped increase our overall FY 2011 customer satisfaction score from 95.7 percent in FY 2010 to 96.8 percent." A second example of exceeding customer expectations includes offering every caller the option of completing a customer satisfaction survey. The survey evaluates ONE-DHHS CSR performance in four areas: 1. Courteous and Professional, 2. Knowledgeable, 3. Timeliness, and 4. Overall Call Handling Skills. "We continue to receive a 30-percent response rate to the customer satisfaction survey, exceeding the industry standard of 10 percent," said Cooper. "ONE-DHHS values our customers taking time to complete the survey because this allows us to continually enhance the customer experience."

The **Payroll Services Division's (PSD's)** Special Initiatives and Metrics Team provides reports and works on special projects for customers and management to help identify macro-trends and assist with problem resolution. PSD's customer service model includes two Customer Advocates — a pay expert and HR expert — both dedicated to solving extremely complex issues that require a high level of time, analysis and coordination. They are in addition to the two teams of Customer Service specialists dedicated to resolving issues for their customers. PSD hosts periodic partnering sessions with the HR and Pay communities to facilitate better understanding of customers' needs, address their concerns, and provide a forum to share best practices. Such sessions reduce HR issues that eventually become pay problems. PSD also hosts similar sessions with the timekeeping community periodically to achieve the same outcomes. These sessions reduce timekeeping errors that eventually become pay problems.

Part of the mission of the **Supply Service Center (SSC)** is to coordinate delivery of pharmaceuticals around the nation and world. A request can be life-saving. For example, a drug was needed ASAP 3,000 miles away in Yap, a tiny remote island in the western Pacific Ocean. The customer stated, *"I really need to have this drug by next week because the patient will be coming in for it. Please advise if this is already on the way."* SSC communicated immediately. Later the customer wrote: *"Good News, we have received the item from last night's flight. Thank you so much for all the hard work in getting our request on time... Even though we are a very small island, we feel that we are not left out and you attended to our need as if we were next door. Thank you, thank you, and thank you..."*

The **Division of Telecommunications Management and Services (DTMS)** provides responsive, flexible, and cost-effective solutions to meet customer requirements. During FY 2011, DTMS received 5,007 service requests resulting in 7,008 orders issued and managed more than 90,000 lines in the National Capital Area (NCA). DTMS supported the relocation of approximately 1,000 HHS staff within the Parklawn Building and an additional 500 to 700 HHS staff out of the Parklawn Building into three external buildings in the NCA in support of the Parklawn Renovation Project. DTMS continues to exceed its Key Performance Indicators (KPIs) and customer satisfaction ratings each month and posted an increase in the PSC Annual Survey from 80 percent in FY 2009 to 94 percent in FY 2010.

Employees at **Warehouse Operations** also start with "Yes." Their work may not be glamorous, and in fact, physically demanding and dirty at times, however, employees serve with a positive attitude. "We work with every customer to determine how we can best meet their logistical needs," said Logistics Services Branch Chief Debbie Orfe. Warehouse Operations staff handle storage of customer items; labor services; disposal of hazardous, scientific, and Automated Data Processing equipment; and product distribution of customer-related printed matter. They also provide customer support in the area of daily rental vehicles, and GSA leased vehicles, for most of the small OpDivs in HHS. During 2011, Warehouse Operations staff performed more than 27,000 hours of labor services to customers, processed more than 22,000 pieces of equipment and furniture for reutilization or disposal (based on condition), and processed, packed and shipped 26,000 customer orders worldwide. "We've been extremely busy this past year with all the moves in and outside the Parklawn Building," continued Orfe. Warehouse Operations emphasizes good communication with customers. Most of their systems provide electronic confirmation when customers request services. Everyone is cross-trained, so if someone is out, another staff member can step in. "Our folks like what they do, and that makes a difference in how we succeed in customer service," said Orfe.

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## Service in the Spotlight

### PSC Mail Management and Policy delivers mail, savings, expansion

Handling more than 20 million pieces of mail keeps an operation busy. Add saving customers money and expanding business, and it gets more ambitious. The PSC Mail Management and Policy service is delivering.

There were 20,007,839 million pieces handled by PSC mail facilities in 2011 — incoming and outbound USPS mail, UPS Air and Ground, and interoffice mail. Services also include Electronic Certified Service (eCertified); inbound tracking for bar-coded mail, and Special Hand Carry service. They serve HHS customers in the Washington, D.C., metro area and regions.



*Mail staff Gerard Counihan and Bruce Klavan process mail at the Parklawn Building.*

“We try to provide the best method of mailing solutions to customers at reduced rates,” said HHS Departmental Mail Manager Bobbi Sue Cline. “It’s supporting PSC’s mission to provide service at the best cost allotment and meeting GSA’s requirement for agencies to keep mailing at a minimum cost.”

In line with PSC’s goals to improve efficiency, quality and cost-effectiveness, the HHS Departmental Mail Manager made enhancements to mail management operations. Recently implemented were Rate Shopping and eCertified in PSC regional facilities. The new services will soon be added to the Washington, D.C., area. These three enhancements improve service, save time, and help reduce postage cost:

**Outgoing Mail:** PSC installed new Rate Shopping software on mailing equipment that takes the guesswork out of selecting the best method to ship packages. This product compares real-time information from carriers (UPS and USPS) and identifies the most cost-efficient vendor based on weight, destination, and time sensitivity. This ability to compare vendor pricing will provide significant cost savings to customers. Rate Shopping is now available in several regional offices, and data is showing an average savings of at least \$4.25 or more on 95 percent of outgoing packages. In addition, these packages are arriving, on average, one day earlier.

**Incoming Mail:** The new Arrival<sup>®</sup> System electronically tracks incoming bar-coded mail and obtains an electronic signature from the recipient. PSC can track accountable mail from the time it arrives at the facility until it reaches its destination. These signatures are kept on file and can be proof of receipt.

**Certified Mail:** With the new eCertified service, PSC can capture outgoing certified mail in the mail management system and provide an electronic signature to customers. This service eliminates the traditional “green” Certified Mail card and saves customers \$1.20 per piece. To identify certified mail, PSC has created a new form, PSC-90, to capture the sender’s information and email address. An electronic notification is sent to customers along with a unique identifier and link to the USPS website. Customers use this link to track mail online and view, save and/or print the electronic receipt and signature.

Mail management is one of PSC Director Paul Bartley’s three business development initiatives for 2012. Regional Support Manager Lisa Cottone and Cline have recently captured business with the Department of Labor in the San Francisco region. Combining mail operations allows agencies to share the cost of labor, equipment and facilities. “I work with the Postal Service and UPS to ensure that HHS employees are receiving the most efficient and cost-effective means for mailing,” said Cline. Cline also negotiates rates with UPS and provides reports to GSA.

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## Did You Know?

### Annual PSC Customer Satisfaction Survey – Thank you for your participation!

In December 2011, PSC launched its third annual Customer Satisfaction Survey to more than 7,500 customers. We tripled our survey population for FY 2011. Thank you for your organization's support!

Your feedback provided us with insight into what we are doing well and where we have opportunities to improve. FY 2011 survey highlights include:

- Approximately 23 percent of our customers responded to the survey, providing feedback on PSC performance in areas such as overall satisfaction, staff, communication, and billing.
- Of the survey respondents, 83 percent indicated they were satisfied with the service they received and 78 percent said they would recommend the PSC product or service to others.

Customers gave PSC the highest ratings for the knowledge and responsiveness of our staff, followed by overall satisfaction and communication. From your insight, PSC will continue to identify opportunities to improve in these areas and keep you informed of our progress.

We look forward to your continuing input. If you have questions, please contact the PSC Performance Manager at [PSCPM@psc.hhs.gov](mailto:PSCPM@psc.hhs.gov).

## We heard you!

Here are PSC's responses to the feedback received during the 2011 Division of Administration's Customer Executive Survey.

### ***Explanation of Fee Structure***

PSC Service Managers conducted the **SMART** Program in 2011 to comprehensively review operations and reduce billable rates. As a result, the budget request for FY 2012 included a net budget reduction of approximately 8 percent from the FY 2012 Approved Budget. For FY 2012, 56 PSC services accounting for 80 percent of PSC's total revenue are projected to achieve rate or operating cost reductions. The services that account for 20 percent of the remaining PSC revenue will maintain their current rates.

### ***Access to UFMS (Unified Financial Management System)***

OpDivs can ensure a speedy process of obtaining UFMS access for their staff by checking their applicant's level of security status prior to submitting a request. All applicants can check their status at any time by contacting their security personnel. After the security status is confirmed by the OpDiv's Business Point of Contact, the request for UFMS access should be approved in 24 to 48 hours.

### ***GovTrip Do's and Don'ts***

The E-Gov Travel website is a self-service, online knowledge base, which includes the "Do's" and "Don'ts" of travel. Resources range from travel policy updates and how to prepare GovTrip documents, to links to useful websites for help navigating airports, local traffic, weather, foreign customs, and etiquette, among others. More information is available at: <http://www.hhs.gov/travel/tdytravel/index.html>

### ***Timely Travel Reimbursements***

The two biggest barriers to making payments on time are inaccurate banking information for travel payments (dependent on information from the traveler) and delays within the program in getting the voucher approved by the appropriate party. The source of most delays is traceable, and issues are handled on a case-by-case basis. We encourage our customers to contact the PSC Payments Office at 301-443-3011 in case of delayed travel reimbursements.

## PSC Publishing Services takes over NIH print procurement, grants

PSC Publishing Services has landed a major coup — agreeing to take over NIH print procurement and grants services. It's estimated to generate \$8 million in annual revenue.

PSC will absorb their entire operation — all printing functions, printing specialists, contracts, and grants. It includes six FTEs, 18 contractors, and five major contracts. "This is a major deal," said HHS Printing Officer Ralph Russell. "We're excited about this opportunity and looking forward to it."

The transfer was made Jan. 29 to PSC Printing Officer Diana Mathews' group — the Publications Management Branch, AOS Division of Support Services. PSC will take over the equipment, moving it out of the NIH main campus and housing it on Rockledge Drive. This move will free up office space on the campus for NIH's main mission — research.



*HHS Printing Officer  
Ralph Russell*

NIH comprises 27 Institutes and Centers with printing needs. "With the Executive Order to cut back on printing, we're also looking at ways to provide customers with digital editions of their books online," said Mathews. "However, some Institutes deal with very rural areas that may not have Internet connection, and you have the elderly population who may not be computer-savvy. So, printing won't go away, and we are here to support that."

NIH does a wide array of publishing, such as reports for Congress and material for the medical research community. The publications are taken to clinical centers throughout the nation and to international symposiums and health conferences.

Following PSC Director Paul Bartley's direction to service managers and branch chiefs to go out and develop new business, Russell and Mathews approached a few OpDivs, including NIH. After about eight months of discussions and negotiations, a deal was completed.

With NIH's budget being cut, the move made sense. Right off the bat, NIH customers will save 4 percent per job, since NIH was charging 15 percent per procurement order of the total cost. PSC only charges 11 percent. Another savings to PSC customers is with grants. There is a special proclamation through Congress that any research publication can go directly to contractors for printing. It saves having to go through GPO (mandated by Title 44) and to pay them a fee. Some materials may need to be disseminated to the public immediately, per the Public Health Service Act. "We can do some of their work through NIH contracts that would save money for our customers as well. Basically, it's a win-win situation for everybody," said Russell.

The move supports the HHS Secretary's goal of consolidation to "One HHS." PSC already provides services to SAMHSA, FDA and HRSA. They would like to bring in IHS also, since NIH has Indian-owned contractors.

"The only ones we don't really provide services to now are CMS and ACF," said Russell. "You never know where you'll find business." Added Mathews: "You can't just sit and wait for business to come to you. You have to go out there and find it. There are definitely opportunities out there."

## Coming in spring, PSC.gov gets new look, exciting features

PSC.gov will soon introduce a new look and feel and some exciting new features. The site's new design will include fresh colors and imagery, a scrolling banner, and online forms to contact each Service Area. The site's navigation, with expandable menus that make it easy to find the information you need, is built around the PSC Service & Product Directory. If you have bookmarked or added any current PSC.gov pages to your browser "Favorites," you will need to re-create those when the redesigned site launches. Watch for more information in the coming weeks.

The site's redesign is part of PSC's focus on improving the customer experience, a multiyear initiative to identify and implement strategies that help PSC better serve our customers, including on the Web. As part of this initiative, PSC is developing an online order entry system, called GovZone™, within the redesigned PSC.gov.

GovZone is the result of PSC's One-Stop Service project. GovZone will allow customers to place orders for several PSC services online and to get status updates as the order moves through the fulfillment process.

Initially, GovZone will be accessible to a small group of PSC employees for testing purposes. After successful tests, GovZone will be available to all HHS employees and eventually to customers outside of HHS. The long-term vision for GovZone is to be the primary destination for customers to research and request federal shared services government-wide, positioning PSC as the first and best source for such services. Look for updates on GovZone in future issues of *Service Matters*.

## PSC's Murray honored at Government Technology Research conference

PSC Chief of Information Systems Security Branch and Director of Information Systems Security Line of Business Dara Murray received the award for Most Cutting Edge Presentation. The presentation was delivered at the Government Technology Research Alliance conference. The event was held Dec. 4 to 6 and attended by government agencies and private organizations.

Numerous presentations were given — the majority by members of government agencies. For Murray to win was quite an achievement, especially since her win was based on the votes of conference attendees. Murray's co-presentation was given with Richard Russell, Senior National Intelligence Service, Army Materiel Command, and entitled "Secure Information Sharing in a Growing Hostile Environment."



## PSC closes Silver Spring data center

As part of a government-wide effort to reduce the number of data centers, PSC has closed its Silver Spring data center.

The Information Systems Management Service Data Center in Silver Spring closed Nov. 9. The consolidation is expected to lead to cost savings in electricity, and operations and maintenance. The square footage of the center is 2,900.

The Silver Spring Data Center was the location of four production systems and several test and development environments. Efforts put forth by ISMS staff for the past fiscal year resulted in 76 servers and 11 uninterruptible power supplies (UPS) supporting various Department-wide applications being migrated to cloud computing. The FDCCI is an OMB-led initiative to consolidate and reduce the number of federal data centers.



*Data Center in Silver Spring shown after closure.*

## FOIA Director featured in leading shared services periodical

Did you know that PSC Freedom of Information Act and Records Management Director Carol Maloney was featured in the newsletter for the Shared Services & Outsourcing Network (SSON)? SSON is the largest and most established community of shared services and outsourcing professionals globally.

Her article entitled “A Day in the Life of a Service Manager” chronicled her typical day. It’s the first in a three-part series on PSC Service Managers that gives a glimpse into their day. Next up with the “A Day in the Life of a Service Manager” articles is HHS Travel Director David Flynn, then Supply Service Center Service Manager Irene Grubb. You can check out Carol’s article [here](#).



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## The Scoreboard: PSC’s Performance

PSC is carefully tracking its performance indicators and feedback from our customers. The key performance indicators are as follows:

- **Customer Satisfaction Target:** 90 percent of customers responding to PSC Comment Cards indicate excellent/good ratings for satisfaction of services.
- **Service Quality Target:** 95 percent of cost centers are achieving quality targets.

Our goal every month is to exceed these targets. We believe it is important to develop strong relationships with our customers and a working knowledge of our services so that we can better communicate with others across government about PSC.

For Customer Satisfaction, we achieved 93 percent in January. For Service Quality, we achieved 96 percent in January.

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## PSC Services

For detailed information including service descriptions, rates, performance standards, and contact information, please visit <http://www.psc.gov>.

- **Acquisition Services**
  - Negotiated Contracts and Simplified Acquisitions
  - Purchase Card Management
- **Commissioned Corps Support Services**
  - Compensation
  - Board for Corrections
  - Medical Affairs
  - Commissioned Corps Systems
- **Customer Contact Centers**
  - ONE-DHHS Contact Center
  - Payroll
- **Financial Services**
  - Accounting
  - Cost Allocation/Indirect Cost Negotiations
  - Debt Collection
  - Financial Reporting
  - Payment Management (Grant)
  - Payroll Accounting
- **Information Management Services**
  - Freedom of Information Act
  - Operations and Management of Enterprise Systems
  - Information Security
- **Logistics Services**
  - Storage
  - Labor and Moving
  - Mail Management and Policy
  - Medical Supply
  - Product Distribution
- **Occupational Health Services**
  - Clinical
  - Employee Assistance Program
  - Work/Life Services
  - Wellness/Fitness
  - Automated External Defibrillator
  - Environmental Health
- **Project Management Services**
- **Property Management Services**
  - Building Management
  - Employee Child Care
  - Asset Management
  - Property Disposal
  - Real Property
  - Space Acquisition and Alterations
  - Shredding
- **Regional Support Services**
- **Security Services**
  - Background Investigations
  - Digital Fingerprinting and Special Agency Checks
  - HSPD-12 Badge Issuance & Recertification
  - Physical Security
- **Telecommunications Services**
- **Transportation, Travel and Telework Services**
  - Travel
  - Relocation
  - Vehicle Rental
  - Telework Strategy Solutions
  - Subsidized Mass Transit Tickets (Transhare) and **GO!card**<sup>™</sup>
- **Visual Media Services**
  - Departmental Forms Management
  - Graphic Arts
  - Printing Procurement

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PSC *Service Matters* is published by the PSC Office of Communications. To ask questions, provide comments or add news, please contact the editor, John Moynihan, at [john.moynihan@psc.hhs.gov](mailto:john.moynihan@psc.hhs.gov) or call 301-492-4650. Learn more about PSC by visiting <http://www.psc.gov>.