



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
Office of the Assistant Secretary for Administration and Management

The Provider of Choice for Quality and Value in Shared Services



STRATEGIC PLAN 2005 – 2009

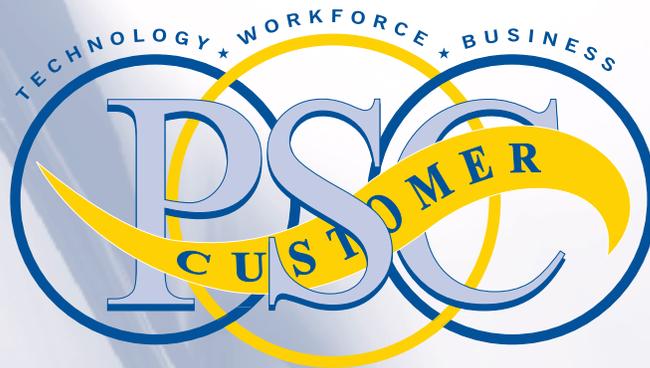
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Our Mission

The PSC is the shared services provider for the U.S. Department of Health and Human Services (HHS). As such, the PSC provides a full range of support services to HHS and other Federal agencies, allowing them to focus on their core mission.

Our Vision

The PSC is the provider of choice for quality and value in shared services, across the Federal Government.



Our Values

- **Customer Focus:** We are committed to working collaboratively with our customers to ensure that we deliver what they want and need.
- **Commitment to Our People:** We value satisfaction, competence, development, integrity, and teamwork across our workforce.
- **Cost-Effective and High Quality Service Delivery:** We value innovative and customer-based solutions, resource optimization, and continuous improvement.
- **Communication:** We value communication within and across all levels of the organization and ongoing dialogue with our customers and other stakeholders.
- **Transparency:** We value the customer's right to know and understand our rates and our financial results.
- **Technology Optimization:** We value the integration of technology into processes to enhance the efficiency of operations and the overall customer experience.

The PSC Strategic Plan

This Strategic Plan outlines our goals and strategies for the present and into the future. Each year we update the plan's strategies and expected results to ensure we are focused on the most critical initiatives and remain anchored to our customer needs.

The key elements of this plan are our five Strategic Goals - each vital to keeping our focus on service excellence. Our strategic goals and the strategies for achieving them ensure the delivery of high quality, competitively priced services to our customers in an environment of customer service, open communication, and workforce excellence.

More than ever, the PSC is focused on achieving excellence in all we do - for our customers, for our workforce, and for the public we serve.

STRATEGIC GOAL 1 - Excellent Customer Service

Primary Results	Primary Strategies
1. Reputation for customer service.	1. Continually measure customer satisfaction and pursue actions that will improve satisfaction.
2. Improved customer relationships.	2. Implement customer relationship management initiatives.
3. Customer service-oriented workforce.	3. Continue focus on customer service excellence across the workforce.
4. Achievement of performance standards.	4A. Incorporate customer service objectives into Federal performance contracts. 4B. Ensure that performance-based contracts include customer service performance goals.

STRATEGIC GOAL 2 - Excellent Workforce

Primary Results	Primary Strategies
1. Workforce with the necessary skills to support and grow the business.	1. Define skills and competencies and supporting developmental tools.
2. Increased workforce satisfaction.	2. Continually assess workforce satisfaction and implement action plans based on results.
3. Increased pool of qualified applicants.	3. Develop innovative recruitment techniques.
4. A high-performing workforce.	4. Continually reward and recognize high performance by individuals and teams.
5. Environment of creativity and entrepreneurship.	5. Foster an environment of innovation and encourage creativity across the workforce.

STRATEGIC GOAL 3 - Excellent Communication

Primary Results	Primary Strategies
1. Continuous and open communication with customers.	1. Establish a formal external communications function in PSC.
2. Frequent, effective, and consistent communications with employees.	2A. Continue to implement and refine the PSC Internal Communications Program. 2B. Periodically assess employees' perceptions of internal communication.
3. Increased workforce knowledge of all PSC service areas.	3. Take advantage of information-sharing opportunities across services.

STRATEGIC GOAL 4 - Excellent Resource Management

Primary Results	Primary Strategies
1. Customer understanding of PSC costs and billings.	1. Provide full disclosure of billing procedures and cost elements and collaborate with customers.
2. Competitive rates.	2A. Conduct annual benchmarking to understand the competition. 2B. Control overhead costs and intra-service costs.
3. Achievement of economies of scale through expansion.	3. Develop and implement a marketing plan.
4. Improved financial management.	4A. Achieve an unqualified audit opinion. 4B. Implement effective internal controls. 4C. Establish and maintain performance measures.
5. Limited duplication of services Department-wide.	5. Work with Department leadership to identify opportunities for consolidation across the Department.

STRATEGIC GOAL 5 - Benchmark for the Federal Shared Services Community

Primary Results	Primary Strategies
1. Increased awareness of the PSC as a premier shared services provider for the Federal Government.	1. Pursue selection as a Federal Line of Business (LOB) or key cross-Government provider in our areas of competency.
2. Continued growth in customer base and increased opportunities for partnerships.	2A. Develop and implement a brand management strategy to strengthen and promote the PSC corporate identity. 2B. Participate in industry groups, conferences, and boards.
3. Best-practice business and operational processes.	3. Practice continuous process improvement.
4. Integrated business and technology solutions.	4. Develop and lead implementations of e-Gov and other Department and Government-wide initiatives that maximize the use of technology to support processes.

About the Program Support Center

The Program Support Center (PSC) was created in 1995 to provide a wide range of administrative support within the Department of Health and Human Services (HHS), allowing HHS Operating Divisions to concentrate on their core functional and operational objectives. As the first truly shared service enterprise at HHS, the PSC provides products and services on a competitive “fee-for-service” basis to customers throughout HHS and other Federal departments and agencies.

Designed to reduce Government spending and duplication of efforts in administrative support services, the PSC realizes significant savings through partnering, standardization, streamlining, prudent acquisition strategies, economies of scale, or consolidation, and an overall sound business approach to the delivery of products and services.

The PSC became the efficient, focused organization it is today because of the in-depth analysis of product offerings, reengineering of processes, changes in management practices, and workforce restructuring over the past three years. In addition, the PSC has undertaken several initiatives to consolidate services and offer a comprehensive approach to service delivery. Today, the PSC provides more than fifty products and services in financial management, administrative operations, strategic acquisitions, health resources, and human resources to Government entities worldwide.



HHS Service and Supply Fund Board

The PSC is a component of the HHS Service and Supply Fund (SSF), the Department's working capital fund. As such, its activities are overseen by the SSF Board, made up of senior representatives from the following HHS organizations:

Deputy Secretary (Board Chair)
Assistant Secretary for Budget, Technology, and Finance (ASBTF)
Assistant Secretary for Administration and Management (ASAM)
Administration on Aging (AOA)
Administration for Children and Families (ACF)
Agency for Healthcare Research and Quality (AHRQ)
Centers for Disease Control and Prevention (CDC)
Centers for Medicare & Medicaid Services (CMS)
Food and Drug Administration (FDA)
Health Resources & Services Administration (HRSA)
Indian Health Service (IHS)
National Institutes of Health (NIH)
Office of Inspector General (OIG)
Program Support Center (PSC)
Substance Abuse & Mental Health Services Administration (SAMHSA)

The Board is advised by an SSF Work Group, with membership from the above organizations, and the SSF Management Office.

PSC Executive Team

J. Philip VanLandingham, Deputy Assistant Secretary for Program Support
John Aguirre, Director, Administrative Operations Service
Carol Arbogast, Director, Human Resources Service
Larry Bedker, Director, Financial Management Service
Maria Joyce, Director, Division of Financial Operations
John Hisle, Director, Federal Occupational Health Service
Ann Speyer, Director, Business Technology Optimization
Nancy Ward, Director, Human Resources Line of Business
Marc Weisman, Acting Director, Strategic Acquisition Service



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