



U.S. DEPARTMENT OF DEFENSE

CUSTOMER SERVICE PLAN

October 24, 2011

EXECUTIVE SUMMARY

The Department of Defense (DoD) is America's oldest and largest government agency. With our military tracing its roots back to pre-Revolutionary times, the Department has grown and evolved with our nation. It is huge by any standard, consisting of more than several hundred thousand individual buildings and structures located at more than 5,000 different locations or sites. In terms of people and operations, we are more diverse and busier than just about all of the Nation's largest private sector companies. The Department has more than 3 million employees and a 2011 base budget of about \$549 billion. Wal-Mart, by comparison, has a budget of about \$227 billion and employs about 1.3 million people. Military health care alone provides a wide range of services to over 9 million beneficiaries, including veterans served by the Department of Veteran Affairs.

The Department is committed to consistently providing a quality customer experience through the continuous improvement of customer service delivery across many diverse lines of business and services. This commitment was recently reinforced by the President's Executive Order 13571, "Streamlining Service Delivery and Improving Customer Service," April 27, 2011, and Office of Management and Budget Memorandum M-11-24, "Implementing Executive Order 13571 on Streamlining Service Delivery and Improving Customer Service," June 13, 2011, requiring Federal agencies to develop customer service plans. The goal of customer service in DoD is to ensure customers receive increasingly better service, through the real-time adoption of process improvements and supporting technologies that focus on timeliness, accuracy, and responsiveness.

Continuous improvement of customer service across the DoD is supported by a large set of policies and specific activities, which include ensuring the accessibility of information and services to Americans with disabilities; automating work flows; ensuring discovery through centralized and federated search; improving confidentiality, integrity and authenticity of information; and across the board compliance with laws and Federal regulations. The Department and the DoD Chief Information Officer are particularly pleased to showcase an example of many such efforts: The Customer Service Improvement Initiative (CSI2) by a Defense Agency, the Defense Finance and Accounting Service (DFAS), widely known as the organization that provides "myPay.gov," the online personal pay management service. This strategic initiative will maintain first class customer service and product delivery by creating a responsive, continually evolving, and dynamic customer service environment through accelerated use of new products and services, as well as adoption of cutting-edge technologies, driving optimum customer service. A summary description of this effort follows.

SIGNATURE INITIATIVE

Overview

To continuously increase the quality of customer service provided to its 6.4 million customers, DFAS established the CSI2, which will ensure consistent delivery of first class customer service and products across the Agency to achieve a more customer focused culture through three primary areas of focus: Customer, Communication, and Quality. While CSI2 will not eliminate redundancies in the short term, it will greatly improve the efficiency of several DFAS customer service processes. Timing: Target for the following services: 2011 - 2016. Milestones and objectives are reviewed and updated each year.

SERVICE 1: ENHANCE CUSTOMER COMMUNICATION CHANNELS

DFAS Corporate Communications & Customer Service Improvement Initiative Team

Overview

Enhance communication and feedback channels by developing tools to be more inclusive of modern day customer expectations. Refresh the DFAS.mil environment to allow customers to access important information, processes and forms. This will improve transparency and education for customers on how DFAS operates. The DFAS Facebook Page and YouTube Channel will complement the DFAS.mil experience by providing real time updates and information. DFAS will use Facebook as a communication channel to collaborate with customers and gain feedback and insights on new opportunities to improve customer service. DFAS Facebook has over 56,000 fans and content has been viewed 17,000,000 times. DFAS has made over 260 posts and resolved over 2,500 issues with an average turnaround time of less than 2.5 days. Additionally, DFAS has uploaded five instructional videos which have been viewed over 173,000 times. These videos range from logging into myPay to helping civilian employees correctly fill out their travel forms. Facebook and YouTube are used to push urgent information like updates to the myPay log-in procedures to the Continual Resolution Agreement.

DFAS will leverage advancing technology and develop the myPay website to accommodate a mobile environment in which customers may access "on-the-go" information pertaining to their leave and earnings status.

The myPay website receives an average of 25 million logins per month with over 800,000 of those logins from mobile devices. DFAS.mil receives over 2 million visits per month.

Key Customer Groups

DoD military and civilian personnel, retirees and annuitants; major DoD contractors and vendors; customers outside the DoD

- ✓ The Executive Office of the President
- ✓ The Department of Veterans Affairs
- ✓ The Department of Energy
- ✓ The Department of Health and Human Services
- ✓ The Environmental Protection Agency
- ✓ The Broadcasting Board of Governors

A total of about 6.5 million customers.

Challenges

Low awareness of the services and products DFAS provides; high call volume; long processing times.

Featured Actions

Refresh DFAS.mil information in plain language for easy understanding. Establish a DFAS presence on social media sites such as Facebook and YouTube to support DFAS.mil, push urgent information, and solicit more feedback to create business solutions. Encourage traditional telephone customers to use DFAS online services for faster overall service. Advertise online addresses of DFAS products and services in leave and earnings statements.

SERVICE 2: CASUALTY BENEFITS APPLICATION PROCESS

DFAS Leverage Technology Initiative and Retired and Annuitant Pay Teams

Overview

DFAS administers benefits to retirees. Upon the death of a retiree, the surviving beneficiary, usually next-of-kin, must report the loss and complete a casualty care package to receive benefits. The new service, through automation, is projected to cut cycle time and improve accuracy, while simplifying the process for customers.

Key Customer Groups

DoD military retirees and annuitants - about 2.6 million customers.

Challenges

Long processing times; high call volume; low awareness of service; error rates in data entry.

Featured Actions

Create a web-based application that will allow customers to complete forms -- and DFAS to process them -- faster and more effectively. Establish a notification system that will keep customers informed of the statuses of their requests.

SERVICE 3: ENHANCE CUSTOMER FEEDBACK MECHANISMS

DFAS Customer Service Improvement Initiative & Strategic Capabilities Office

Overview

DFAS offers customers (both external and internal) multiple mechanisms to provide feedback on services provided. Feedback tools provide opportunities to submit feedback daily, weekly, monthly, quarterly and annually. The feedback and related data are analyzed and trended for improvement opportunities, early warning signs, and timely recovery efforts.

Prior to 2009, DFAS received limited customer feedback on day-to-day operations. In 2009, CSI2 developed a standardized process to solicit routine feedback to address that gap. Since implementation, DFAS has distributed over 1.3 million surveys and received over 100,000 submissions. In addition to the standard daily survey process, DFAS also conducts an annual survey to solicit customer feedback. In 2011, DFAS distributed 76,245 surveys and received 11,845 submissions.

Key Customer Groups

DoD military and civilian personnel, retirees and annuitants - over 4.5 million customers.

Challenges

Obtaining customer information to research and respond to issues timely; survey distribution and return rates; data analysis and distribution.

Featured Actions

Establish a communications plan for feedback analysis results; continue survey standardization and implementation in customer-facing functions; use feedback analysis results for process improvements.