



**U.S. OFFICE OF PERSONNEL MANAGEMENT
OFFICE OF THE INSPECTOR GENERAL
OFFICE OF AUDITS**

Final Interim Audit Report

**AUDIT OF THE U.S. OFFICE OF PERSONNEL
MANAGEMENT'S IMPLEMENTATION
OF THE POSTAL SERVICE HEALTH BENEFITS
PROGRAM: CUSTOMER SUPPORT EXPERIENCE**

**Report Number PSHB-089
October 23, 2024**

EXECUTIVE SUMMARY

Audit of the U.S. Office of Personnel Management's Implementation of the Postal Service Health Benefits Program: Customer Support Experience

Report No. PSHB-089

October 23, 2024

Why Did We Conduct the Audit?

The primary objective of this audit was to provide oversight of the implementation of the new U.S. Postal Service Health Benefits Program (PSHBP) to ensure that the U.S. Office of Personnel Management (OPM) has adequate customer support for U.S. Postal Service employees, annuitants, and eligible dependents during the PSHBP Open Season 2024 and thereafter.

What Did We Audit?

In accordance with the Inspector General Act of 1978, as amended, 5 United States Code § 404(a), the OPM Office of the Inspector General completed this interim audit report to inform stakeholders on OPM's segment of the customer support experience for the PSHBP. We conducted this portion of the audit in our Washington, D.C. and Cranberry Township, Pennsylvania offices from April 2024 through September 2024.



Michael R. Esser
*Assistant Inspector General
for Audits*

What Did We Find?

The customer support experience provides details of the new Postal Service Health Benefits, such as applying for new health benefits, changing health benefits, and accessing the Postal Service Health Benefits System.

We determined that OPM does not have comprehensive documented plans, policies, and procedures for the operation of what OPM describes as its customer support experience for PSHBP customers during the PSHBP Open Season 2024 and thereafter. Although OPM has provided some documentation regarding its process for the customer support experience, the lack of a substantial overall plan may result in inadequate customer support for Postal Service members.

ABBREVIATIONS

Carriers	Health Insurance Carriers
ePOST	Enterprise Postal Operations Support Team
FEHB	Federal Employees Health Benefits
FEHBP	Federal Employees Health Benefits Program
GSA	General Services Administration
HISP	High-Impact Service Provider
IVR	Interactive Voice Response
Maximus	Maximus Federal Services, Inc.
OIG	Office of the Inspector General
OPM	U.S. Office of Personnel Management
Postal Service	U.S. Postal Service
PSHB	Postal Service Health Benefits
PSHBP	Postal Service Health Benefits Program
PSHBS	Postal Service Health Benefits System
PSRA	Postal Service Reform Act of 2022
QASP	Quality Assurance Surveillance Plan
RS	U.S. Office of Personnel Management Retirement Services
Specialist	Customer Support Specialist
U.S.C.	United States Code

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REPORT FRAUD, WASTE, AND MISMANAGEMENT

I. BACKGROUND

This audit report details interim results of the U.S. Office of Personnel Management’s (OPM) Office of the Inspector General’s (OIG) audit of OPM’s ongoing implementation of the Postal Service Health Benefits Program (PSHBP). Specifically, it communicates information on the PSHBP customer support experience.

The PSHBP was established within the Federal Employees Health Benefits Program (FEHBP) by the Postal Service Reform Act of 2022 (PSRA) (Public Law 117-108), enacted on April 6, 2022, and will be administered by OPM’s Healthcare and Insurance Office. The PSHBP was created to provide health insurance benefits for U.S. Postal Service (Postal Service) employees, annuitants, and eligible dependents beginning on January 1, 2025. For these individuals, eligibility for enrollment or coverage in Federal Employees Health Benefits (FEHB) plans will end on December 31, 2024, and enrollment and coverage will only be offered by the Postal Service Health Benefit (PSHB) plans after that time. Subject to limited exceptions, Postal Service annuitants who retire and become Medicare-eligible after December 31, 2024, and their Medicare-eligible¹ dependents, will be required to enroll in Medicare Part B² as a condition of eligibility to enroll in the PSHBP. The first Open Season for the PSHBP will begin on November 11, 2024, and run through December 9, 2024. The first contract year will begin January 1, 2025.

Health insurance coverage is provided through contracts with health insurance carriers (Carriers) that provide service benefits, indemnity benefits, or comprehensive medical services. Required benefits are listed in broad categories in the FEHB statute at 5 United States Code (U.S.C.) § 8904 and include hospital benefits, surgical benefits, medical care and treatment, and obstetrical benefits, among others. Each year, OPM issues guidance for health benefits carriers preparing FEHB plan benefit proposals. The guidance outlines technical requirements for each proposal, including benefit package details such as actuarial value, benefit changes from the previous year, and the drug formulary. Carriers offering PSHB plans, as part of the FEHBP, will be subject to the same or similar guidance. The PSRA requires that the Carriers offering PSHB plans will, to the greatest extent practicable, offer benefits and cost-sharing equivalent to the benefits and cost-sharing for FEHB plans for that Carrier in the initial contract year.

Section 101 of the PSRA added a new section, 8903c, to 5 U.S.C Chapter 89 which directs OPM to establish the PSHBP. The PSHBP was authorized under the Title I Postal Service Financial Reforms provisions in the PSRA in furtherance of Congress’s objective to “improve the financial position of the Postal Service while increasing transparency and accountability of the Postal Service’s operations, finances, and performance.” OPM issued a final rule on May 6, 2024, to set forth standards to implement Section 101 of the PSRA to establish the PSHBP.

¹ Medicare is generally for people 65 or older, but may also include people with disabilities, End-Stage Renal Disease, or Lou Gehrig’s disease.

² Medicare Part B is medical insurance covering services from doctors, outpatient care, home health care, durable medical equipment, and many preventative services.

Our plan is to provide continued oversight and periodic interim reports throughout OPM's implementation of the PSHBP with a focus on critical aspects of the program implementation process. This is our fifth such interim report on OPM's implementation of the PSHBP. The preliminary results of this interim audit report were communicated to OPM officials through written communication and in a draft report issued on September 19, 2024. OPM's comments were considered in the preparation of this final interim report and are included, as appropriate, as an appendix to the report.

II. OBJECTIVE, SCOPE, AND METHODOLOGY

OBJECTIVE

The primary objective of this audit was to provide oversight of the customer support experience that will be utilized during PSHBP Open Season 2024 and thereafter. The customer support experience utilizes various agencies and organizations. Specifically, this interim audit report communicates the details of OPM's customer support experience related to the PSHBP.

SCOPE

The audit was conducted pursuant to the provisions of the PSRA; 5 U.S.C. Chapter 89; and 5 Code of Federal Regulations Chapter 1, Parts 890 and 892. The audit was performed by OPM's OIG, as authorized by the Inspector General Act of 1978, as amended (5 U.S.C. sections 401 through 424).

We conducted this audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our objectives.

We obtained an understanding of OPM's internal control structure, as applicable to the specific review areas of the PSHBP implementation, but we did not use this information to determine the nature, timing, and extent of our audit procedures. Our review of internal controls was limited to the procedures OPM has in place to ensure that its project management oversight is in accordance with the applicable laws, rules, and regulations.

In conducting the audit, we relied to varying degrees on computer-generated data provided by OPM. We did not verify the reliability of the data generated by the various information systems involved. However, nothing came to our attention during our review utilizing the computer-generated data to cause us to doubt its reliability. We believe that the available data was sufficient to achieve our audit objectives. Except as noted above, the audit was conducted in accordance with generally accepted government auditing standards, issued by the Comptroller General of the United States.

We conducted our audit fieldwork for this portion of our audit in our Washington, D.C. and Cranberry Township, Pennsylvania offices from April 2024 through September 2024.

METHODOLOGY

This interim final report provides information to stakeholders on OPM's customer support experience for employees, annuitants, and their eligible dependents who will enroll in the PSHBP.

We held meetings with OPM to determine OPM's plans for the operation of the customer support experience. We requested policies, procedures, and processes to gain an understanding of the set up and resources needed to provide the necessary customer support. Additionally, we reviewed the contract between OPM and its contracted customer support vendor, Maximus Federal Services, Inc. (Maximus), to determine each party's duties and responsibilities.

Other auditing procedures were performed as necessary to meet our audit objectives.

We will issue interim reports periodically throughout our oversight of the implementation of the PSHBP. These reports will compile the results of our audits and provide any applicable updates on previously communicated results. As required by the Inspector General Act of 1978, as amended, 5 U.S.C. § 420, each final interim report will be available to the public on the OIG's webpage.³

³ OPM OIG Website - <https://oig.opm.gov/>

III. AUDIT FINDING AND RECOMMENDATION

CUSTOMER SUPPORT EXPERIENCE

The establishment of the PSHBP will impact approximately 1.7 million Postal Service employees, annuitants, and their eligible dependents. During the PSHBP Open Season 2024 and thereafter, members will need to receive customer support related to the new PSHBP, specifically health benefits, such as applying for health benefits, changing health benefits, and accessing the Postal Service Health Benefits System (PSHBS).⁴ OPM is coordinating with various agencies and organizations to provide this customer support, such as Maximus, which is OPM's customer support contractor, the National Finance Center, the U.S. Department of Labor, the General Services Administration (GSA), and the Postal Service Human Resource Shared Service Center. To resolve customer inquiries on the first attempt, the customer support experience focuses on ensuring that all agencies and organizations communicate, and transfer calls as needed.

OPM's Retirement Services (RS), which is the program management office within OPM that administers the health insurance benefits for federal annuitants and survivors, contracted with Maximus. The contract includes a task order managed by OPM's Healthcare and Insurance Office, which is the program management office within OPM that administers the health insurance benefits for employees.

This Healthcare and Insurance Office task order requires Maximus to provide the PSHB Helpline. The helpline is exclusively for and to support PSHB customers. The helpline will support portal navigation assistance, response to basic PSHBP questions, and troubleshooting technical issues. Additionally, the helpline will assist with enrollment for specific PSHB populations, Direct Pay enrollees and compensationers.⁵ A login.gov team at GSA will also provide support for customers who need assistance accessing their accounts. The PSHB Helpline and login.gov team are essential parts of the customer support solution.

The RS contract specifically requires Maximus to provide customer support for Postal Service annuitants and their eligible dependents as well as distribute all PSHBP Open Season 2024 materials to annuitants in a timely manner. The RS Maximus team will answer calls for health enrollment and provide other assistance such as the decision support tool. OPM stated that it

⁴ The PSHBS is a central enrollment portal for Postal Service employees, annuitants, and eligible dependents. It will process all enrollments and changes in enrollments for the PSHB, including open season transactions, qualifying life events, and enrollments for those newly eligible. It will also allow enrollees to compare and learn about plan options.

⁵ Direct Pay enrollees are annuitants or survivors who are placed in a direct-pay status due to insufficient net annuity. Compensationers are employees or former employees who are entitled to workers' compensation and whom the U.S. Department of Labor determines are unable to return to duty. Direct Pay enrollees include annuitants, certain separated federal employees, former spouses of federal employees, and dependents of federal employees. Compensationers are considered annuitants for health benefit purposes.

hopes having the PSHB Helpline in place will reduce the call volume received by the RS Maximus team from annuitants and their eligible dependents.

Through meetings with OPM personnel and information requests, we learned that the RS Maximus team consisted of 16 customer support specialists (specialists) to assist approximately 650,000 annuitants. The OIG expressed concern about the low number of specialists. OPM stated during a meeting on July 25, 2024, in response to questions from the OIG, that it was not focused on Maximus's RS team staffing levels but would instead rely on its contract with Maximus to ensure that annuitants were receiving the necessary customer support.

The Maximus task order has a Quality Assurance Surveillance Plan (QASP), which outlines the performance standards and acceptable quality levels. The QASP lists metrics and performance standards such as the percentage of requests processed within a specified time, percentage of members with an overall experience rating of good, and average speed that calls get answered. In September 2024, OPM RS modified its task order with Maximus to include almost five times as many specialists as originally planned. The RS Maximus team is now planning to have a total of 77 specialists during the PSHBP Open Season 2024.

The Maximus teams are required by the task orders to use a toll-free Interactive Voice Response (IVR) and will send OPM IVR statistics reports based on the QASP weekly during Open Season 2024. These reports will quantify data points such as the number of calls, call duration, hang-ups, and customer hold times. According to OPM, the agency will have daily and weekly contact with Maximus during the PSHBP Open Season 2024 to evaluate progress and identify potential issues on an ongoing basis. OPM will routinely analyze the weekly metrics provided by Maximus (i.e., the QASPs and IVR statistics previously discussed). If results do not meet the acceptable quality level per the QASPs, OPM will require Maximus to adjust so that customer concerns and performance issues are addressed promptly. OPM informed us that at the end of the PSHBP Open Season 2024, there will also be a retrospective review of Maximus's contract performance. OPM will require a corrective action plan for the next open season if the contract performance has not been met.

OPM explained that if Maximus is unable to handle the customer support at the required performance levels, OPM's contingency plan is to leverage resources from OPM's RS Retirement Information Office and then the Postal Health Benefits Team. OPM's RS Retirement Information Office has 160 customer support agents, and the Postal Health Benefits Team has an additional 10 staff members. Per OPM, calls can be routed from Maximus to the other PSHB customer support agencies and organizations mentioned above directly through the IVR system. OPM stated that based on prior experience, overtime for Maximus's specialists would potentially be available to help address any unanticipated spikes in call volume.

Executive Order 14058, dated December 13, 2021, established High-Impact Service Providers (HISP), which is defined as an entity "that provides or funds customer-facing services ... that

have a high impact on the public, whether because of a large customer base or a critical effect on those served.” As designated by the Director of the Office of Management and Budget, OPM RS is listed as an HISP. As an HISP, there is an expectation for OPM RS to identify actions to improve service delivery for its customers. Service delivery, as defined by the Executive Order, “means actions by the Federal Government related to providing a benefit or service to a customer ... including when a customer applies for a benefit or ... receives a service such as health care.”

OPM has designed a robust customer support experience to be utilized by all PSHB customers. OPM provided us with an array of flow charts, the Maximus task orders, and communicated its plans in multiple meetings. Our review, however, determined that OPM does not have a comprehensive documented plan, policies, or procedures for the operation of the customer support experience for the PSHB customers. It is essential that OPM has detailed written plans, policies, and procedures to provide customer support, especially during the PSHBP Open Season 2024, so that each involved agency and organization clearly understands its roles and responsibilities. Without such clearly defined documentation there is a higher risk that customer support will be inadequate to meet demand, particularly during this inaugural open season.

Recommendation 1

We recommend that OPM document comprehensive plans, policies, and procedures for the operation of its customer support experience that ensure all agencies and organizations know their roles and responsibilities so that PSHB customers receive the support needed during the PSHBP Open Season 2024.

OPM Response:

“Providing timely and accurate customer support is essential to successful implementation of the Postal Service Health Benefit System, and OPM has had multiple cross-functional teams working on and documenting various customer support plans, policies, and procedures. Accordingly, OPM agrees with the OIG’s overall recommendation on the need to ‘document plans, policies, and procedures for the operation of the customer support center’ to ensure that all individuals are able to receive needed support during the Postal Service Health Benefits Program Open Season 2024, and that work has been underway for many months and is ongoing.”

“In my experience overseeing major health benefit programs, I have learned that the best customer support is to identify problems and solve them before they impact an enrollee’s coverage. That is why we have focused extensive efforts on data integration and have stood up both a cross-functional data tiger team and an enrollment reconciliation team. These teams are working closely with each of the entities that contributes enrollment data to the system (Retirement Services, USPS, SSA, Carriers, OWCP, NFC) to ensure successful resolution of any data discrepancies. By focusing on data integrity, we aim to

resolve coverage-related issues proactively before the customer notices that there is any error.

Second, to the extent there are errors, we want to know about them as early as possible. Accordingly, we plan to mail to every PSHBP enrollee an enrollment notice prior to the start of Open Season with key information about their enrollment for the 2025 plan year, including carrier, plan, type of coverage (i.e., self, self plus one, and self plus family), and dependent information. If the information is correct, the enrollee need not do anything to be auto enrolled into coverage, though, of course, every enrollee has the option to shop for different coverage. If there are any errors, the enrollment notice contains instructions for how the enrollees can get the errors corrected.

Third, when customer service issues do arise, we need to have processes and people in place to resolve them quickly. That is why we, with support from our vendors, are establishing a technical command center for all technical tickets and issues. And it is why we have set up a new enterprise Postal Operations Support Team (ePOST). The ePOST includes experts from each OPM program office to support incident response and issue resolution, including for customer support related issues. The ePOST will be tracking common customer support issues as they arise and examining root causes so that the issue can be fixed holistically where possible, avoiding future customer support issues. This group will also be on hand to problem solve other programmatic issues if they arise and manage stakeholder communication across OPM and our inter-agency partners.

Finally, as focused on by the draft report, we need an effective communications program for customers to report and resolve their issues and questions. As discussed below, we have constructed an integrated customer support approach to communications that will serve as the front door for Postal employees and annuitants during open season and beyond.”

“As we’ve stated above, OPM and its external partners have planned for and are beginning the execution of a robust customer support experience for all PSHB employees and annuitants, including focusing on ensuring that each customer support entity is in close coordination with each other and transfers calls that are best answered by another postal customer service entity to ensure the most responsive and coordinated resolution. Additionally, I have advised the OPM team that we may call on people from across the organization to augment the existing PSHBP team in order to assist with customer support if needed. This could include, for example, standing up a team of people to do outbound calls to PSHBP customers who are awaiting issue resolution. Outreach on a regular basis is important so employees and annuitants know that their issue is being worked on and will be resolved. In addition, there are contract vehicles through OPM’s HR Solutions team if we require additional augmentation.

We appreciate your attention to the critical issue of providing timely, accurate customer support to our PSHBP enrollees. You have been an integral partner and we have

appreciated your feedback as we have worked this major implementation. I look forward to our continued partnership.”

OIG Comment:

We appreciate OPM’s agreement with our recommendation and acknowledge that the plans for what OPM describes as a robust customer service experience are continuously evolving. While we agree OPM has documented some plans, mainly through flowcharts, we continue to stress the need for a comprehensive documented policy and procedure.

As outlined in OPM’s response, the establishment of the cross-functional data tiger team and an enrollment reconciliation team⁶ are intended to ensure data integrity issues are resolved proactively before customers realize there is a problem, therefore reducing the amount of customer support needed. Similarly, OPM expects the enrollment notifications to be an additional opportunity to identify and resolve issues before they impact members’ PSHBP coverage. The ePOST team, per OPM, should further serve to alleviate the customer service burden by tracking common issues and promptly identifying and remedying the root cause of those issues when possible. Lastly, OPM stated it could use personnel from across its organization to expand the existing customer support experience. We appreciate OPM’s proactive approach as demonstrated by OPM’s stated establishment of the cross-functional data tiger team, enrollment reconciliation team, and ePOST to identify and resolve issues, as well as the potential use of OPM personnel. Since OPM had not previously shared information regarding these teams with the OIG, we cannot comment on how the operation of these groups will reduce customer support needs.

As stressed by OPM, the customer service experience is complex and involves multiple OPM program management offices, as well as external agencies and organizations. It is essential that OPM communicate the plans, policies, and procedures in a clear, concise document, or series of documents, to ensure all parties deliver the same messaging and are clearly aware of their roles and responsibilities. As the PSHBP customer support experience further evolves, the documented plans, policies, and procedures should be updated accordingly.

⁶ OPM intends for these teams to work closely with each of the entities that contribute enrollment data to the PSHBS to ensure successful resolution of any data discrepancies.

APPENDIX



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

The Director

October 2, 2024

Krista Boyd
Inspector General
Office of the Inspector General
US Office of Personnel Management
1900 E St, NW
Washington, DC 20415

Dear Ms. Boyd,

Thank you for the opportunity to provide this management response to the Office of the Inspector General's (OIG) draft interim audit report titled "Audit of the U.S. Office of Personnel Management's Implementation of the Postal Service Health Benefits Program: Customer Support Center" (Report Number PSHB-089). Providing timely and accurate customer support is essential to successful implementation of the Postal Service Health Benefit System, and OPM has had multiple cross-functional teams working on and documenting various customer support plans, policies, and procedures. Accordingly, OPM agrees with the OIG's overall recommendation on the need to "document plans, policies, and procedures for the operation of the customer support center" to ensure that all individuals are able to receive needed support during the Postal Service Health Benefits Program Open Season 2024, and that work has been underway for many months and is ongoing. In fact, OPM had several updates and corrections that were provided to OIG staff on September 26, 2024, in order to ensure the most up-to-date audit report. We are hopeful that those corrections and updates will be reflected in any recommendations detailed in OIG's final report.

In my experience overseeing major health benefit programs, I have learned that the best customer support is to identify problems and solve them before they impact an enrollee's coverage. That is why we have focused extensive efforts on data integration and have stood up both a cross-functional data tiger team and an enrollment reconciliation team. These teams are working closely with each of the entities that contributes enrollment data to the system (Retirement Services, USPS, SSA, Carriers, OWCP, NFC) to ensure successful resolution of any data discrepancies. By focusing on data integrity, we aim to resolve coverage-related issues proactively before the customer notices that there is any error.

Second, to the extent there are errors, we want to know about them as early as possible. Accordingly, we plan to mail to every PSHBP enrollee an enrollment notice prior to the start of Open Season with key information about their enrollment for the 2025 plan year, including

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carrier, plan, type of coverage (i.e., self, self plus one, and self plus family), and dependent information. If the information is correct, the enrollee need not do anything to be auto enrolled into coverage, though, of course, every enrollee has the option to shop for different coverage. If there are any errors, the enrollment notice contains instructions for how the enrollees can get the errors corrected.

Third, when customer service issues do arise, we need to have processes and people in place to resolve them quickly. That is why we, with support from our vendors, are establishing a technical command center for all technical tickets and issues. And it is why we have set up a new enterprise Postal Operations Support Team (ePOST). The ePOST includes experts from each OPM program office to support incident response and issue resolution, including for customer support related issues. The ePOST will be tracking common customer support issues as they arise and examining root causes so that the issue can be fixed holistically where possible, avoiding future customer support issues. This group will also be on hand to problem solve other programmatic issues if they arise and manage stakeholder communication across OPM and our inter-agency partners.

Finally, as focused on by the draft report, we need an effective communications program for customers to report and resolve their issues and questions. As discussed below, we have constructed an integrated customer support approach to communications that will serve as the front door for Postal employees and annuitants during open season and beyond.

While the draft report focuses specifically on support provided to annuitants through OPM's Retirement Services team (RS) and the RS Open Season Maximus contract, these resources comprise only a portion of the integrated customer support solution that OPM and its partner agencies are implementing. In addition to the customer support providers identified in the report (the Postal Service's Human Resource Shared Service Center, OPM, the National Finance Center, and the Department of Labor), OPM also has a task order with Maximus, known as the PSHB Helpline, exclusively for and to support PSHB customers. Through the task order, the PSHB Helpline's Maximus CSRs will provide portal navigation assistance, respond to basic Program questions, and troubleshoot technical issues for all PSHB customers (employees, annuitants, Direct Pay enrollees, and compensationers). Additionally, the PSHB Helpline Maximus team will provide enrollment assistance to special PSHB populations (Direct Pay enrollees and compensationers). Separately, the Login.gov team at the General Services Administration (GSA) will also provide support to all PSHB customers who need help accessing their accounts. The PSHB Helpline Maximus team and the login.gov support center are integral parts of our customer support solution, and we expect their efforts will help to reduce the overall call volume that the RS Open Season Maximus team will receive from annuitants.

It is also important to note that OPM has undertaken a series of communication initiatives, many in partnership with the US Postal Service, aimed at providing support to both employees and annuitants. Those activities, spanning the past 12 to 18 months, have included:

- Postcards, text messaging, webinars, and internet postings (OPM.gov, KeepingPosted.gov, LiteBlue.gov) informing employees and annuitants of the Special Enrollment Period (SEP) and other program developments;
- Launching of a Postal page on OPM.gov including mapping tables showing FEHB to PSHB plan transition and Medicare cost savings opportunities available through specific PSHB plans;
- Call center and email availability from RS and USPS to answer questions regarding the SEP and general information on the PSHB program; and,
- Providing detailed PSHB information to all FEHB and PSHB carriers to deploy on their websites and other communication channels.

While our approach to providing support to customers is distributed and multi-faceted, OPM is actively working to coordinate the various agencies and organizations involved in several ways:

1. Standing up an inter-agency customer service forum to discuss and align on the support model and eventually to problem solve issues as they arise.
2. Coordinating with stakeholder agencies and contractors through recurring meetings on relevant issues and topics.
3. Designing a service delivery model to outline how the PSHBP will operate and therefore what changes customers will experience.
4. Creating a customer service knowledge tool, accessible by individuals who provide customer support for both internal and external partners, to make sure the various groups involved in customer support have the same messaging and overall information they need to provide support.

As we've stated above, OPM and its external partners have planned for and are beginning the execution of a robust customer support experience for all PSHB employees and annuitants, including focusing on ensuring that each customer support entity is in close coordination with each other and transfers calls that are best answered by another postal customer service entity to ensure the most responsive and coordinated resolution. Additionally, I have advised the OPM team that we may call on people from across the organization to augment the existing PSHBP team in order to assist with customer support if needed. This could include, for example, standing up a team of people to do outbound calls to PSHBP customers who are awaiting issue resolution. Outreach on a regular basis is important so employees and annuitants know that their issue is being worked on and will be resolved. In addition, there are contract vehicles through OPM's HR Solutions team if we require additional augmentation.

We appreciate your attention to the critical issue of providing timely, accurate customer support to our PSHBP enrollees. You have been an integral partner and we have appreciated

your feedback as we have worked this major implementation. I look forward to our continued partnership.

Sincerely,

A handwritten signature in cursive script that reads "Robert H. Shriver, III". The signature is written in black ink and is positioned above the printed name.

Robert H. Shriver, III
Acting Director



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Fraud, waste, and mismanagement in Government concerns everyone: Office of the Inspector General staff, agency employees, and the general public. We actively solicit allegations of any inefficient and wasteful practices, fraud, and mismanagement related to OPM programs and operations. You can report allegations to us in several ways:

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