

**United States Postal Service: John Edgar, Vice President of IT
and Kathleen Warnaar, Manager of Performance Achievement**

Q: How were you able to get the employees on board with all of the changes?

A: This is an-going process. Kathy talked about re-engineering change, incident and problem processes to ITIL standards, that includes continuous training. They conducted extensive training for all of IT and had coaches to implement. The Service Management team needed to have complete understanding of what changes and roles. Kathy said introducing change to the organization as a whole has heightened awareness of change management. The experience changed how IT markets changes to services and processes internally and externally.

Q: What frameworks, if any, did you apply?

A: We reengineered to ITIL for change, incident and problem management in last year. We developed a standard framework for services, following an ITIL standard approach.

Q: Do you use Scrum to work together with your development team?

A: Yes, we do. The Scrum process is focused across all projects, more on app development with goal to bridge communication between developers and biz communications. We weren't meeting expectations but using Scrum gives an agile approach.

Q: How is your SMO Structured?

A: The SMO is structured with 4 Service Level Managers. These Service Level Managers work as a liaison between Technology providers and Customer relationship managers.

Q: Is the implementation planned to be applied across multiple government organizations?

A: I can't speak to what other agencies are doing. We are keeping pace with FedEx in respect to industry peers. Postal is not a traditional government monopoly and so it is critical that we keep up with competitive peers in achieving efficiency and service.

Q: How long did it take to outline roadmap?

A: We took an agile approach. Our first roadmap focused on most important parts of creating efficiency, metrics and service. Roadmap is ongoing, less focused on actions, and more about culture and behavior. The roadmap is proof of our agility, something we had to achieve right away. As we move on we are flexible and agile.

Q: Next positive disruptive change you anticipate having to overcome?

A: Social media. We haven't decided how to use social media channels to positively convey messaging or how we respond to things that come up from Facebook and twitter. Kathy says that having a tactile advertisement such as advertising mail gets you to want to spend time with it. As mail volume was declining over the past few years, there was an idea that mail

was going away. But it's not all or nothing. Users like to see both digital and physical media. Consumers may pay bills online, but they want to see billing paper statement. Original bill is still a valid piece of mail.

Q: What ITSM tools do you use to deliver the service?

A: We are using ServiceNow to forge one IT and CIO. We have used other tools in the past, but implementing in their environment was too slow. We needed something more cost effective and faster. ServiceNow had all bells and whistles and provided opportunities that we hadn't thought of. Service catalog doesn't just have to be IT services, it could include financial services, and other services.

Q: Provide an example of an IT initiative targeting imperative "improve customer service"?

A: Customer care centers used to be an outsourced function. As we've been dealing with different service levels, for many reasons, we decided that wasn't the best. We decided it would be best to insource. We are staffed and taking calls in call centers today, and are expanding our call center function. We've learned a lot about what was good and bad about contracted service. We've also learned a lot about using metrics to change operations. One possible service with great potential is to create improved interactions w/ small business. Those services are delivered in different ways.

Q: Any possibilities of partnering w/ someone like Amazon?

A: Yes. Sunday delivery started with a partnership with Amazon. Where there are large organizations like Amazon, we want to make sure we become the carrier of choice with them.