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OFTEN IGNORED KEY PERFORMANCE INDICATORS ("KPIs")

By: Andrea Bledsoe, Chief Customer & Compliance Officer

Most businesses, including PCS, monitor and measure how its business is doing based on common and important KPI perspectives, which are vital management tools: Financial Perspective, Customer Perspective, Marketing and Sales Perspective, and Operational Processes. Within each of these core areas are a subset of probably ten to twenty KPIs. A favorite quote of mine from a business author who is an expert on "big data analyses and KPIs" is: "Numbers are a product of counting, but there is so much more to life that we can't count." This brings me to a major KPI that is equally important and often ignored, the "Employee Perspective." Within this core KPI, you might measure Human Capital Value Added, Revenue per Employee, Absenteeism Factor, but I would like to focus on the following, which will hopefully provide some food for thought for all of you reading this article:

Employee Satisfaction Index (How Productive Are Our/Your Employees?). This KPI is important because our employees are among our most important assets (and usually most expensive). Thus, we need to ensure we utilize our employees efficiently. How we measure this is largely dependent on the industry within which we work. In our industry (regulatory, certification

and credentialing), this can be difficult to ascertain from employee to employee because each client and the services provided to each significantly vary and because comparative data from our competitors is virtually impossible to obtain.

Employee Perspective (How Happy Are Our Employees in Their Jobs?). Why is this important? It is a direct correlation to customer satisfaction, which is a leading indicator of profit. Simply said, happy employees deliver better customer service. Many companies ignore this non-financial KPI, but it is completely relevant and contributes significantly to the bottom line of any organization. This KPI can be measured relatively inexpensively through the use of surveys that might focus on leadership and direction; communications; management; staff development opportunities; company working culture; facilities and environment; and conditions of service. These surveys are often taken annually, but experts in this topic suggest at least quarterly. They can be conducted internally or externally and on-line. To ensure this measurement is successful, employees need to see from the results and actions of the survey that their opinion counts.

Now, the one final KPI I would like to focus on is **Employee Engagement Level (How Committed Are Our Employees in Delivering the Vision and Mission of the Organization?).** This is completely different than the above KPI. It is one of the most important indicators of whether or not an organization will ultimately succeed financially. Why? If employees are disengaged, the organization will almost certainly lose money, as well as key talent. Again, this is typically measured through a survey, likely one developed by the Gallup Organization, and should be, for optimal results, administered externally. It is important to focus on which parts of the company have the largest numbers of disengaged employees so that corrective actions can be taken.

At PCS, it would not be truthful if we were to state that each and every one of our employees is fully engaged, but we have many that are. As an example, recently, Ms. Brandi Ray, who has been working at PCS since 2006 and is PCS' small programs client coordinator, while on her own personal vacation time in the Washington D.C. area, decided to stop by and see not one, but two of the clients with whom she works on a daily basis, the Psychiatric Rehabilitation Association (PRA) and the (continued on page 2.)

National Parking Association (NPA). Brandi is obviously an engaged employee. We have ample examples of this type of exemplary employee engagement. At PCS, it is our mission to continue working to ensure each and every employee is fully engaged and happy while working at PCS!

Pictured to the right is Brandi along with Lawrence McFadden, Director of Membership Marketing and eBusiness for the National Parking Association.

Pictured to the far right is Brandi along with Casey Ward Goldberg, Chief Staff Officer, Certification Commission for the Psychiatric Rehabilitation Association.



JENNIFER WILLIAMS - DIRECTOR OF OPERATIONS

Professional Credential Services' newest member, Jennifer Williams, joined our team on June 2, 2014. Jennifer is a seasoned, client-focused operations director with more than a decade of success in driving and supporting growth through operational improvements, exceptional customer service and employee development. Ms. Williams most recently worked for Quorum Health Resources as their Director of Client Services. In this capacity, Jennifer managed all aspects of the Client Services Group for one of the nation's leading healthcare management consulting firms. In this capacity,

Jennifer developed and implemented centralized client services departments. She was responsible for Proposal, RFP and Contract Development, Client Value Reports, Project Management, Contract Labor, Project Reporting and Analytics and Desk Top Publishing Services. Under Jennifer's guidance, each department maintained established service levels and quality standards. Jennifer earned an MBA with a concentration in marketing and has a Lean Six Sigma Black Belt, which she has successfully used to enhance customer processes, reduce turnaround times and increase customer satisfaction. She has also

worked as a marketing manager where she was responsible for driving new business for the QHR Learning Institute.

Jennifer lives in Old Hickory Tennessee, a suburb of Nashville, with her husband and two children (pictured left in the picture below). She is originally from Kentucky, but moved to Tennessee after living in Japan for five years as an English teacher. She is an avid runner and enjoys food from the world over.

As Professional Credential Services' Director of Operations, Jennifer is responsible for providing operational oversight for all operational units: Puerto Rico, FSMTB, Cosmetology and Barbering, Engineering and Surveying, Health Professions, Professional Trades and Exam Administration. She plans to work closely with the department managers to help them improve efficiencies while providing our clients the highest level of service and quality.

Having worked at PCS now since June 2, Jennifer would like to let everyone know that "I am excited to be a part of an exceptional team that cares deeply about their clients and co-workers and I am looking forward to meeting and working with all of you."



LET'S GET TOGETHER!



NASHVILLE, TN
August 9-12, 2014



CHARLESTON, SC
August 20-26, 2014



SAN ANTONIO, TX
November 11-14, 2014



TUCSON, AZ
January 22-25, 2015



RANCHO MIRAGE, CA
March 1-5, 2015

RENEWED AND RE-AWARDED CONTRACTS THIS QUARTER:

Earlier in this issue we discussed important, but sometimes ignored KPIs. Another important KPI is "Client Retention." At PCS, we seek to provide and promote to all clients "Solutions That Exceed Expectations" by going the extra mile. The values associated with this KPI are not insignificant. This quarter, PCS is pleased to report that we have successfully renewed and/or have been re-awarded through a competitive bid process the following valued customer contracts:

- Alabama Board of Cosmetology
- Massachusetts Board of Engineering and Land Surveying
- Massachusetts Board of Allied Health
- Massachusetts Multi-Board

SOLUTIONS THAT
EXCEE
EXPECTATIONS

BEHIND THE SCENES

Christina Williams

Christina (pictured right) joined PCS in 2009 as a temp helping out in the mail room for two weeks. Following those two weeks, she was offered a full-time position and joined the coordinator team. Her duties included helping with MA Nursing grades. In 2011 she became the MA Pharmacy Coordinator and currently is the MA Nursing Coordinator. She has a daughter, Brooklynn, who is fourteen months old, and step-daughter, Shaylea, who is six years old. In her spare time she enjoys spending time with her daughters and nephew. Christina also enjoys being involved in her church's activities.



LaToya Snead

LaToya is from Chattanooga, Tennessee. She started working at PCS as a Customer Service Associate in 2008. In 2012, she became a Client Coordinator and is responsible for the Massachusetts Allied Health Professions. She received her Bachelor's degree in Business Administration from Austin Peay State University in 2008. LaToya furthered her education by also receiving a Master's degree in Business Administration and a Master's degree of Science in Leadership from Grand Canyon University in 2011. When LaToya is not working, she enjoys spending time with her husband and two children, watching movies, reading, and giving her time to help with different community service projects with her sorority.



ReMarks

from the desk of Mark Setash

As one might expect, many interesting challenges cross my desk each and every day. Not all of them are of a “rewarding” nature and many present stressful challenges. One reason I try not to complain when faced with these challenges is because of the many, good, hard-working and honest customers with whom we deal. Just today (a mild end of a Spring day) I was able to become acquainted with one of our newest customer representatives and supporter. I’ll spare him the embarrassment of naming names. However, he was straightforward, frank and, like I mentioned above, and maybe most importantly, he is a PCS supporter. This is not because we are great people (well, we are but that’s beside the point). He chooses to support PCS as a valued service provider because we deliver what we promise – attention to detail and great customer service - two things that are in high demand, but dwindling

in today’s businesses. Thus, the second reason I try not to complain is due to our employees who provide top notch service day-in and day-out because they truly care about our customers and their applicants/candidates. I wanted to take a moment to say thank-you to both groups.

The certification and licensure marketplace is a challenging one. We believe our competition, although bigger in many respects, loses on customer-service. We are constantly reminded that the service they provide is sub-standard. We will always strive to treat our customer’s candidates/applicants the way we want to be treated--the Golden Rule at PCS.

On a personal note, I had the pleasure of watching Nashville’s fireworks show over the Cumberland River two weeks ago. While I’ve had the opportunity to see fireworks all over the country including at the National Mall in DC, this show was the best ever. I hope wherever you were that you were able to safely enjoy the fun that is the Fourth of July.

Mark Setash
President and CEO



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