Government CX:
The Intersection of CX and Plain Language
What is Customer Experience?

Myth: CX is about making people happy.

Fact: CX is a business discipline that places the customer in the center of everything you do, articulates a vision; guides how decisions are made; how employees are valued; how success is measured; and how services are designed.

- CX focuses on meeting the needs and expectations of customers (e.g., student, parent, senior, veteran, taxpayer, beneficiary, small business, employees) from the time they have a “problem to solve” through completion of the transaction.

- Focuses on how people “feel” about the interaction, service, etc.

- It’s everyone’s job in an organization!

- It doesn’t happen by accident - it takes leadership and their willingness to empower employees and break down silos.

- **THE METRIC OF SUCCESS FOR CX IS TRUST.**
What is customer experience?

Starts when the public has a problem to solve through the end of the transaction.

- Having a vision and strategy for achieving the vision
- Putting the customer at the center of your decisions and investments
- How you make decisions about customer
- How you measure progress and success
- Designing services with the customer at the center
- How the customer feels about the service they have just received (respected, empathetic)
- How you use customer feedback and data to understand your customers’ experience in meeting their expectations
CX Framework

- Enjoyable
- Timely
- Accurate Information
- Easy
- Trustworthy
- Private

Play 1: Understand the current state of customer satisfaction and experience in your Agency
Play 2: What is the Agency's culture and appetite for change?
Play 3: Build a customer-centric culture across the organization
Play 4: Create a customer strategy that identifies the service gaps and how they will be filled to meet the customer's expectations
Play 5: Design a single organization that focuses on the customer (if needed.)
Play 6: Design the experience of the future
Play 7: Develop the business case for improving CX
Play 8: Measure customer experiences

Integrated Consistent Experience
Consistent Experience
Seniors
Consumers
Students
Veterans
Warfighter
Secure
Decoding Customer Experience: Attributes of CX

- CX is a business discipline, not a “nice to have.”
- CX is about the entire end-to-end journey, not a single touchpoint.
- CX is broader than customer service and includes governance, measurement, customer research, organization and culture, design. CAP goal priorities.
- CX is about meeting the expectations of your customers.
- CX includes how you feel about a brand or relationship with a company, organization, agency. Whether you use the term perception, perceive, impression, etc.
- CX applies to external customers (e.g., citizens, businesses, other government agencies) and internal customers (e.g., employees).
- CX is everyone’s job.
Challenges

• Lack of understanding about the discipline of customer experience at all levels*
• Lack of accountability to improve the service levels provided to citizens
• Disconnect between headquarter and the field operations
• Organizational design and siloes
• Culture of service
• CX is too often not a priority for leadership and staff at all levels.
• Program implementers don’t necessarily have a deep understanding of their customer or their needs.*
• Frustrated employees won’t provide an exceptional experience for customer.*
• Getting the right CX talent and services is hard.*

SOURCE: Performance.gov/CX
Customer Experience Timeline 2

Modernizing Government Technology (MGT) Act
December 12, 2018

Connected Government Act
January 10, 2018
H.R. 2331

President’s Management Agenda
Modernizing Government for the 21st Century,
March 2018 (CAP Goal #4)

Service to the Citizen Awards
May 2018

Government Customer Service and Accountability Act
March 2018 (proposed)

Federal Agency Customer Experience (FACE) Act
May 2017/June 2018

Delivering Government Solutions for the 21st Century – Reform Plan and Reorganization Recommendations
June 28, 2018

Centers of Excellence 2017/2018
Phase 1 of USDA

Memorandum M-18-12,
Implementation of Modernizing Government Technology Act
February 2018

21st Century Integrated Digital Experience Act
December 2018

Section 280 of A-11,
Managing Customer Experience and Improving Service Delivery
July 2018
What do citizens expect?

Omni-channel

End-to-end digital experience

Solve problem on first contact

Private

Personalized

Secure

Empathetic

Easily understand
Why is CX important?

Good customer and employee experience is becoming the measure of an organization’s ability to thrive vs survive.
Why is CX Important?

The ultimate measure of citizen experience is: Trust
Benefits of Customer Experience

- Increases trust
  - Satisfied customers are 9X more likely to trust government

- Achieves stated missions
  - Satisfied customers are 9X more likely to agree agencies achieve their mission

- Meets or exceeds financial goals
  - Dissatisfied customers are 2X more likely to reach out for help 3+ times

- Reduces risk
  - Dissatisfied customers are 2X more likely to publicly express dissatisfaction

- Deepens employee engagement
  - Long term organizational success is 50% driven by its health, and is mutually reinforced by CX

CX: Bottom Line Upfront

• **CX is an Administration priority** ([www.performance.gov/cx](http://www.performance.gov/cx))
  * President’s Management Agenda [pending election]
  * Cross Agency Priority Goal #4: *Improving the Customer Experience with Government Services*
  * Section 280 of OMB Circular A-11 continues to be updated and aligns CX with budget
  * GSA IT Modernization Centers of Excellence [CX hasn’t had the same pickup over the past year]

• **CX is a Congressional priority.**
  * 21st Century IDEA

• **CX is a citizen priority as demonstrated through COVID-19.**
  * COVID-19 shined a bright light on the gaps in CX and its alignment to IT modernization.

• **CX represents many business opportunities**
  * Every company has a role in CX in government since it’s about serving the public and the employees that support them. Internal CX is critical across all agencies. Employee experience
  * Being customer-centric could be a differentiator as a bidder.
  * Over $20B a year in contact centers alone.
  * Other services include CX strategy, PMOs, customer feedback, customer experience management, website redesign, analytics, measurement, service design, human centered design, personas, journey mapping, help desks, citizen benefit programs, mobile apps.
President’s Management Agenda (PMA) Cap Goal #4: CX Administration Priorities

- Critical component of the President’s Management Agenda
  - Cross Agency Priority Goal #4 (Improving the Customer Experience with Government Services)
  - Section 280 of Office of Management and Budget (OMB) Circular A-11
    - Identifies High Impact Service Providers
    - Soliciting customer feedback
    - Agencies submit Capability Assessments and Action Plans based on a self assessment
    - Incorporates 21st Century Applicability

- 21st Century Integrated Digital Experience Act
  - Meet website standards
  - Digital forms
  - Electronic signatures
  - Gives CIOs responsibility for digital services

- There is an appetite to change and deliver Excellent Customer Service—Mission focused

“Federal customers deserve an experience that compares to—or exceeds—that of leading private sector organizations.”
—President’s Management Agenda

“Individuals and businesses expect Government customer services to be efficient and intuitive, just like services from leading private-sector organizations. Yet the 2016 American Consumer Satisfaction Index and the 2017 Forrester Federal Customer Experience Index show that, on average, Government services lag nine percentage points behind the private sector.”
High Impact Service Providers*

- Department of Agriculture
  - Farmers.gov
  - NRCS of the Future

- Department of Commerce
  - U.S. Patent and Trademark Offices

- Department of Education
  - Federal Student Aid – Higher Education Beyond High School

- Department of Health & Human Services
  - Marketplace and Medicare

- Department of Homeland Security
  - Transportation Security Administration – Airport Security
  - U.S. Customs & Border Protection – Traveler Communications Center for ESTA, EVUS, I-94 and TTP
  - Citizenship & Immigration Services – USCIS Contact Center
  - FEMA

- HUD
  - FHA Single Family Loans

- Department of Interior
  - Trust Beneficiary Call Center, Office of Special Trustee for American Indians
  - U.S. Fish & Wildlife Service – National Wildlife Refuge System

- Department of Labor
  - Voluntary Protection Programs
  - Division of Energy Employees – Occupational Illness Program

- Department of State
  - Bureau of Consular Affairs – Passport Services

- Department of Veterans Affairs
  - Outpatient Services
  - Call Centers

- Department of Treasury
  - Internal Revenue Service – Taxpayer Services

- Office of Personnel Management
  - USAJobs
  - Retirement Services

- Social Security Administration – Online Services

- Interagency Initiative
  - Recreation.gov

*HISPs are Federal entities designated by OMB that provide the most high-impact customer-facing services, either due to a large customer base or a high impact on those served by the program
### How do you measure CX?

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<tr>
<th>CX Drivers</th>
<th>Driver Sub-Categories</th>
<th>Sample Questions</th>
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| Service Quality | Service Effectiveness/Perception of Value | • My need was addressed.  
• My issue was resolved.  
• I found what I needed.  
• My question was answered. |
| Process         | Ease/Simplicity                           | • It was easy to complete what I needed to do.  
• It was easy to find what I needed. |
|                 | Efficiency/Speed                          | • It took a reasonable amount of time to do what I needed to do.  
• I needed to do what I needed to do.  
• I found what I needed on the site quickly. |
|                 | Equity/Transparency                       | • I was treated fairly.  
• I understand what was being asked of me throughout the process. |
| People (if applicable) | Employee Interaction/ Warmth/ Helpfulness/ Competence | • Employees I interacted with were helpful.  
• The call center rep was committed to solving my problem. |

Source: Section 280 of A-11

The drivers of CX are service quality, process and people.
Plain Language and Customer Experience

- Citizens expect to access government information and services that are easy to understand and use.
- All website assessments use “plain language” to assess their usability.
- 21st Century Integrated Digital Experience Act requires the use of plain language.
- Section A-11 of Section 280, Managing Customer Experience and Improving Service Delivery
Questions?
Stay Connected

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