

Cross Agency Priority Goal

Quarterly Progress Update

Customer Service

Goal Leaders:

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FY2015 Quarter 4

Goal Statement

- Increase citizen satisfaction and promote positive experiences with the federal government by making it faster and easier for individuals and businesses to complete transactions and receive quality services.

Urgency

- Citizens and businesses expect government services to be well-designed, efficient, and generally comparable to the services they receive from leading private sector organizations.
- Despite some important strides to improve customer service over the past 15 years, many federal government services fail to meet the expectations of citizens and businesses, creating unnecessary hassle and cost for citizens, businesses, and the government itself.

Vision

- Create measureable increases in timeliness and quality for top transactions, as measured by transaction-specific indicators.
- Create measureable improvements in citizen satisfaction across government, using standard cross-agency measurements.

Progress Update

As the Customer Service Cross-Agency Priority (CAP) Goal has reached its mid-point, the CAP Goal Management Team and interagency Community of Practice have taken a fresh look at the goal's strategies and overall progress to date. The progress updates, milestones, and key indicators on the following pages have been updated to reflect the current status and future plans for each of the strategies.

Strategy 1: Improve Top Customer Interactions

- Moving forward, the CAP goal team plans to focus more attention on improving top customer interactions.
- The CAP goal team and Community of Practice have determined that identifying the core customer-facing federal programs and regularly convening these program leaders on a council will facilitate driving improvements in customer service. The council will discuss and develop strategies to improve customer service delivery, share best practices, and receive increased support to address challenges. The Presidential Management Council (PMC) supported this plan.
- The CAP goal team will be reaching out to agencies in the next quarter to begin identifying the core customer-facing federal programs.

Strategy 2: Develop and implement standards, practices, and tools

Customer Service Community of Practice

- The Customer Service Community of Practice has continued to meet on a monthly basis to discuss issues and provide feedback to CAP Goal leadership.
- A 'Principles & Practices' subgroup has led the development of a draft customer service toolkit, which includes customer service principles and a maturity model for gauging program-level progress toward those principles.

Regional Community of Practice Pilot

- The Denver Regional Community of Practice (RCoP) pilot held its second meeting in August to review the progress of the workgroups and determine next steps.
- The Colorado Federal Executive Board has agreed to oversee the Denver Regional Community of Practice.

Progress Update: Feedback USA

(See Strategy 3)



feedback.usa.gov

The U.S. General Services Administration (GSA), in partnership with other federal agencies, launched the Feedback USA customer experience pilot. Feedback USA will allow citizens to provide quick feedback to federal agencies through a single tap of a kiosk button.



Department of State

- 27 passport processing centers
- Averaging 800 responses per day
- Overall Satisfaction: 88%



Social Security Administration

- 14 Social Security card centers
- Averaging 400 responses per day
- Overall Satisfaction: 86%



Transportation Security Administration

- Launching in Spring 2016 at 4 airports (LGA, DCA, SFO, LAX)

Progress Update: Federal Customer Service Awards

(See Strategy 4)



The goal of the awards program is to recognize individuals and teams who provide outstanding customer service directly to the American people and support identifying and sharing innovative practices across agencies.

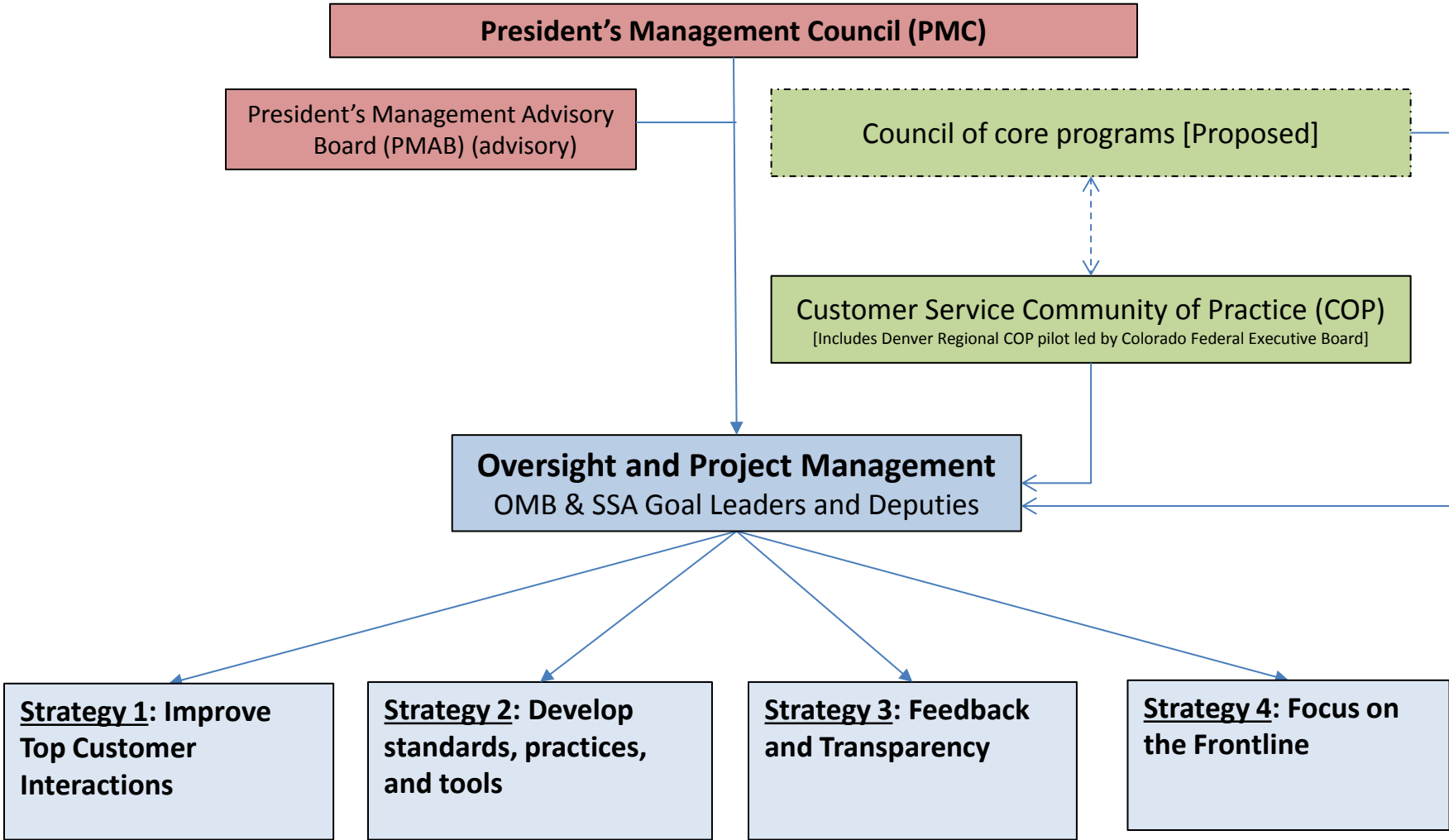
Progress to Date

- On March 19, 2015 the Office of Management and Budget issued guidance outlining the process and protocols of the awards program. Each of the 15 agencies participating in the CAP goal was responsible for designing their own nomination and award process based on the guidance.
- On July 31, 2015, agencies submitted their nominations to OMB.
- In August, an advisory board of customer service practitioners and experts reviewed the nominees and recommended a short list of finalists.
- A selection panel recently convened to review the finalists and make a final decision on the award recipients.
- Award recipients will be announced later this fall.

Action Plan for FY 2016-17

Sub-goal	Major Actions to Achieve Impact	Key Indicators
Strategy 1: Improve Top Customer Interactions	<ul style="list-style-type: none"> Identify core customer-facing federal programs that provide significant services to citizens, businesses, and other customers. Establish a council of core program leaders to discuss and develop strategies to improve customer service delivery, share best practices, and receive increased support to address challenges. 	<p><i>The Key Indicators are pending until input from the council:</i></p> <ul style="list-style-type: none"> Percentage of core customer-facing federal programs that collect customer feedback data <i>[data will be collected in Q3 FY 16]</i> Percentage of core customer-facing federal programs that have a plan to improve customer service <i>[data will be collected Q3 FY 16]</i> Percentage of core customer-facing federal programs showing improvements in their customer feedback data <i>[this baseline data will be collected in Q4 FY 16]</i> Employee Viewpoint Survey engagement scores of core customer-facing federal programs <i>[initial review will occur in Q3 FY16]</i>
Strategy 2: Develop and implement standards, practices, and tools	<ul style="list-style-type: none"> With the guidance of the Community of Practice, develop customer service principles as well as an assessment framework for programs to use to identify strengths and weaknesses in their existing customer service. Identify, develop, and share tools, resources, and best practices to support programs in improving customer service delivery. 	
Strategy 3: Feedback and Transparency	<ul style="list-style-type: none"> Make customer service feedback a standard practice for customer-facing communications. Consider how to increase the use of voluntary customer satisfaction surveys to develop customer service improvements. Increase the transparency of transaction times and satisfaction measures for top customer-facing transactions, and report on customer satisfaction across core customer-facing programs. Leverage the President's Management Council (PMC) and President's Management Advisory Board (PMAB) to seek out lessons learned and best practices for increasing stakeholder acceptance of changes to service delivery models. 	
Strategy 4: Focus on the Frontline	<ul style="list-style-type: none"> Continue to recognize excellent customer service through awards programs. Identify ways to promote and improve a customer service culture through the review and analysis of available data sources such as Employee Viewpoint Survey scores. 	

Goal Team and Governance Plan



Work Plan - Strategy 1: Improve Top Customer Interactions

Problem being targeted: Major government programs affect large sections of the American public (individuals and businesses). Any gap between existing service levels and customer expectations may create frustration with specific programs and agencies and with the federal government in general. Core customer programs will identify specific customer transactions (which may be refined as data sources are developed). Specific major federal transactions include TSA security screening, veterans' pension and disability applications, student-loan repayment, Social Security retirement and disability applications, and taxpayer assistance.

Theory of change: Agencies/programs are already working hard to improve services to the public. By jointly developing metrics and self-assessment tools and regularly reviewing progress, program managers with senior-level support can share best practices across government to improve key programs.

Milestone Summary

Key Milestones	Milestone Due Date	Milestone status	Owner
Identify initial list of top customer interactions	Q4 FY14	Complete	OMB
Engage PMC to determine strategies to improve top customer interactions	Q4 FY15	Complete	OMB
Conduct outreach to agencies to identify and collect information on core customer-facing federal programs	Q1 FY16	On Track	OMB
Meet with PMC to validate the list of identified programs	Q2 FY16	On Track	OMB
Establish a council comprised of leaders of the core customer-facing federal programs to improve customer service	Q2 FY16	On Track	OMB
Identify the core customer-facing federal programs that have a plan to improve customer service and collect customer service feedback data	Q3 FY16	On Track	OMB
Core customer-facing federal programs conduct self-assessment (using resources such as Customer Service Playbook and Maturity Model) and develop strategies to improve customer service*	Q3 FY16	On Track	OMB
Core customer-facing federal programs identify their baseline customer feedback data*	Q4 FY16	On Track	OMB

* Pending council's input and discussion

Work Plan - Strategy 2: Develop and implement standards, practices, and tools

Problem being targeted: Fragmentation and silos have made it difficult to establish customer service standards and initiatives within and across agencies, and there are few mechanisms for collaboration and sharing best practices.

Theory of change: Establishing a community of practice across agencies and clarifying who is responsible for customer service will help establish an infrastructure to improve coordination and develop sustained change over time. This capacity will be used to develop standards, practices and tools that can be implemented by agencies over time.

Milestone Summary			
Key Milestones	Milestone Due Date	Milestone status	Owner
Establish a Customer Service Community of Practice (COP) and determine key roles and guiding principles	Q3-4 FY14	Complete	SSA/COP
Launch a year-long Regional Community of Practice (RCoP) pilot in Denver, CO	Q2 FY15	Complete	SSA/COP
Conduct a year-end review of RCoP pilot to determine appropriate next steps	Q2 FY16	On Track	SSA/COP
Develop plan for federal customer service-focused website	Q2 FY16	On Track	SSA/COP
Develop Customer Service Playbook and Maturity Model	Q2 FY16	On Track	OMB/COP
Collect feedback from Community of Practice on Customer Service Playbook, Maturity Model, and related resources	Q2 FY16	On Track	SSA/COP
Pilot and evaluate Customer Service Playbook and Maturity Model with core customer-facing federal programs*	Q3 FY16	On Track	OMB/COP
Disseminate and share Customer Service Playbook and Maturity Model with a wider audience	Q4 FY16	On Track	OMB/COP

* Pending council's input and discussion

Work Plan - Strategy 3: Feedback and Transparency

Problem being targeted: There is insufficient data available to identify government's major customer service challenges or to diagnose problem areas, and often limited transparency into the quality and timeliness of specific services.

Theory of change: Data can be used to target improvement efforts at both the government-wide and agency level, and can provide diagnostic information for use at a program-level. In addition, improved transparency would help citizens set expectations and hold government accountable for improvements.

Milestone Summary			
Key Milestones	Milestone Due Date	Milestone status	Owner
Develop approach to piloting broad-based customer feedback mechanism	Q4 FY14	Complete	OMB
Launch customer feedback pilot	Q4 FY15	Complete	OMB
Identify the core customer-facing federal programs that collect customer service feedback data	Q2 FY16	On Track	OMB
Conduct mid-point assessment of customer feedback pilot effectiveness	Q2 FY16	On Track	OMB/SSA
Assess results of customer feedback pilot	Q4 FY16	On Track	OMB/SSA
Develop appropriate policy tool for full implementation (e.g., Executive Order, OMB guidance)	Q4 FY16	On Track	OMB
Core customer-facing federal programs identify their baseline customer feedback data*	Q4 FY16	On Track	OMB

* Pending council's input and discussion

Work Plan - Strategy 4: Focus on the Frontline

Problem being targeted: Too often customer service does not feel like a priority to front-line staff and, in some cases, staff that work directly with citizens feel undervalued. Further, an insufficiently trained front-line staff can complicate efforts to improve customer service.

Theory of change: Agency executives are able to communicate to agency staff that this is a priority area for the Administration. This will be reinforced by the creation of awards programs which incentivize improvement across programs. In addition, engaging the COP to focus on workforce issues will provide agencies with tools to make improvements.

Milestone Summary			
Key Milestones	Milestone Due Date	Milestone status	Owner
Develop a federal customer service awards program	Q4 FY 14 – Q1 FY 15	Complete	OMB/SSA/COP
Agencies submit award nominations to OMB for review	Q3 FY15	Complete	OMB
First award recipients announced	Q1 FY16	On Track	OMB
Identify lessons learned from first year of award process and share with CoP members for comments	Q1 FY16	On Track	SSA
Identify governance structure for award program beyond CAP Goal	Q2 FY16	On Track	SSA/OMB
Announce and issue guidance on second annual customer service awards	Q3 FY16	On Track	OMB
Review Employee Viewpoint Survey data of core customer-facing federal programs	Q3 FY16	On Track	OMB

Key Indicators

Note: The Key Indicators below are pending until input from the council.

Indicator	Timeline
Percentage of core customer-facing federal programs that collect customer feedback data	<i>Data will be collected in Q2 FY 16</i>
Percentage of core customer-facing federal programs that have a plan to improve customer service	<i>Data will be collected in Q2 FY 16</i>
Percentage of core customer-facing federal programs showing improvements in their customer feedback data	<i>Baseline data will be collected in Q4 FY 16</i>
Employee Viewpoint Survey engagement scores of core customer-facing federal programs	<i>Initial review of data will occur in Q3 FY 16</i>

Contributing Agencies and Programs*

Department of Agriculture

- Office of the Secretary

Department of Commerce

- BusinessUSA.Gov
- Office of the Chief Financial Officer
- Office of Policy and Strategic Planning

Department of Education

- Federal Student Aid

Department of Health and Human Services

- Centers for Medicare and Medicaid Services

Department of Homeland Security

- Citizenship and Immigration Services
- Office of Program Analysis and Evaluation
- Transportation Security Administration

Department of Housing and Urban Development

- Office of Strategic Planning and Management

Department of the Interior

- Bureau of Indian Affairs
- Bureau of Land Management
- Federal Consulting Group
- Fish and Wildlife Service
- National Park Services
- US Geological Survey

Department of Labor

- Bureau of Labor Statistics
- Customer Service Program Office

Department of State

- Office of Passport Management
- Office of Performance Improvement

Department of the Treasury

- Office of Online Services

Department of Veterans Affairs

- Office of Performance Management
- Veterans Relationship Management Office

General Services Administration

- Office of Citizen Services and Innovative Technology

Office of Management and Budget

- Office of EGov
- Office of Information and Regulatory Affairs
- Performance and Personnel Management

Office of Personnel Management

- Office of Retirement Services

Small Business Administration

- Office of Field Operations

Social Security Administration

- Office of Operations
- Office of Disability Adjudication and Review

* This list represents programs that contributed to the CS CAP Goal. This list does not represent core customer-facing federal programs.

Acronyms

- **CAP – Cross Agency Priority**
- **COP – Community of Practice**
- **EVS – Employee Viewpoint Survey**
- **GSA – General Services Administration**
- **IT – Information Technology**
- **OMB – Office of Budget Management**
- **PMAB – President's Management
Advisory Board**
- **PMC – President's Management Council**
- **RCoP – Regional Community of Practice**
- **SSA – Social Security Administration**
- **TSA – Transportation Security
Administration**