

Cross Agency Priority Goal Quarterly Progress Update

Customer Service

Goal Leaders:

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FY2016 Quarter 2

Overview

Goal Statement

- Increase public 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

- Individuals 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 the public, 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 the public's satisfaction across government, using standard cross-agency measurements.

Strategy 1: Improve Top Customer Interactions

Establishment of the Core Federal Services Council

OMB announced the establishment of the Core Federal Services Council (Council) on March 30, 2016 with a [memo](#) identifying the 28 major participating Federal programs that provide services to the public. The memo requested agencies designate senior operational program leaders to serve as Council members. The Council will convene in April and be chaired by OMB.

Purposes – In establishing the Council, OMB confirmed the Council will –

- Identify challenges in improving customer service for their programs
- Share best practices to address these challenges
- Identify strategies to improve the customer experience for core Federal programs
- Improve the customer experience by using public and private sector management best practices, such as conducting self-assessments and journey mapping, collecting transactional feedback data, and sharing such data with frontline staff

Progress Update

Strategy 2: Develop Tools & Resources

Collaboration and Community Feedback On Tools and Resources

- The CAP Goal team surveyed members of the Community of Practice (CoP) and other customer service practitioners to determine the needs for resources and tools.
- The CAP Goal Management Team also launched an online collaboration forum for Customer Experience practitioners across government in March 2016 using [IdeaScale](#) to increase collaboration and gather feedback on the Customer Service Playbook, Maturity Model, Toolkit, and related resources.

Customer Experience Maturity Model

- The Maturity Model will be piloted through the new Core Federal Services Council and will provide a roadmap for facilitated discussions with industry experts and government leaders in methods to improve the customer experience across a wide array of federal programs

Denver Regional Community of Practice (RCoP) Pilot

- The CAP Goal team has worked in partnership with the Colorado Federal Executive Board (CFEB), to establish the Denver RCoP as a new CFEB Council. The CAP Goal team surveyed and interviewed leaders who participated in both the Denver RCoP pilot and CFEB Council as part of a year-end review of the pilot. The team has concluded that the Federal Executive Board-led model is the most effective and sustainable approach.

Progress Update: Strategy 3 – Feedback and Transparency

Strategy 4 – Focus on the Frontline



feedback.usa.gov



- The pilot collection of transactional customer feedback data continues through FeedbackUSA at
 - 14 Social Security card centers
 - 10 Veteran's Administration benefits offices
 - 27 State Department passport processing centers
- In March, the CAP Goal team held meetings with these programs to review initial data and discuss lessons learned from the first few months of the pilot program.
- Citizenship and Immigration Services (USCIS) will participate in the pilot (in lieu of Transportation Security Administration) in the spring.

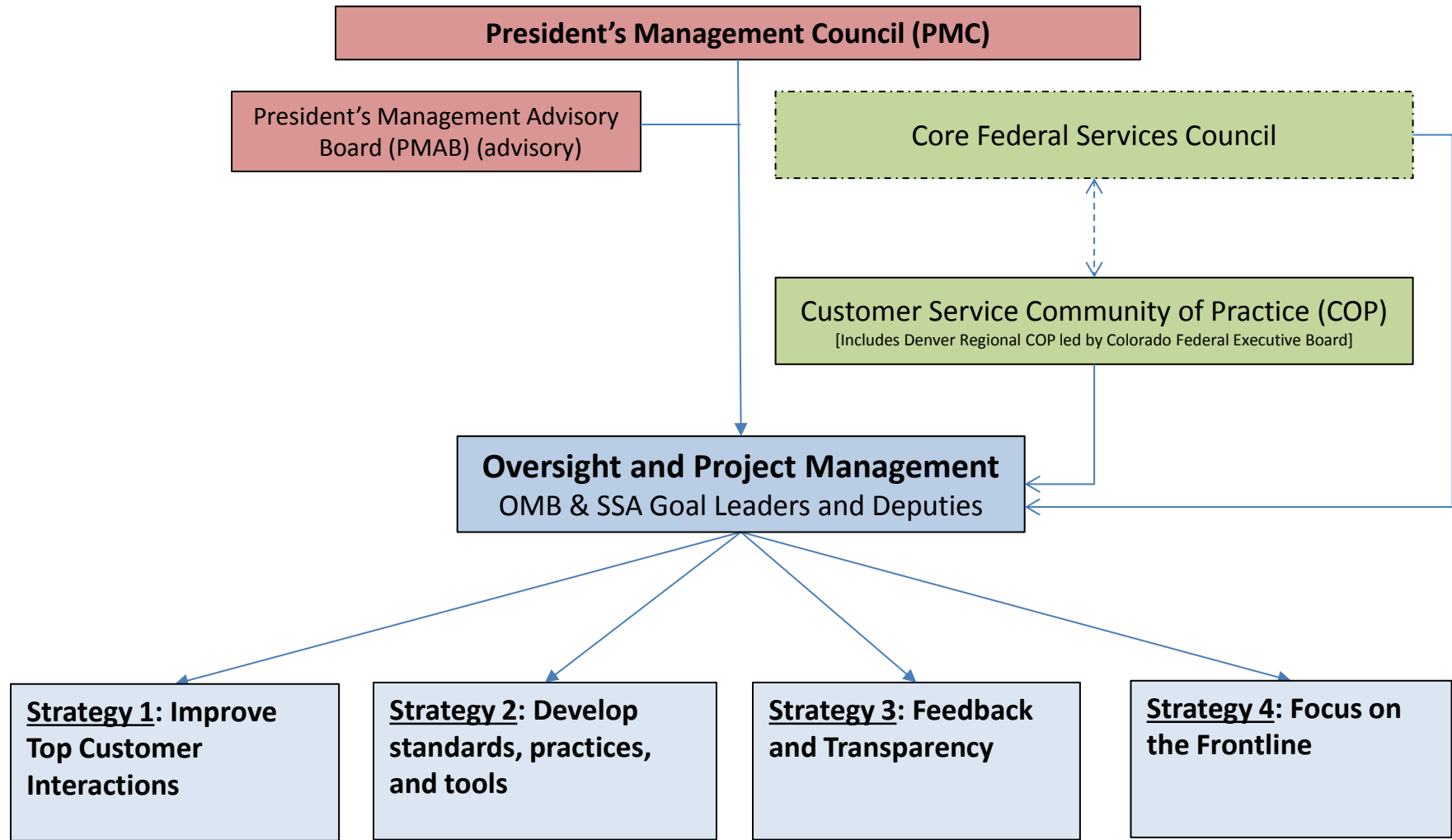


- The 2016 Federal Customer Service Awards program will be announced in April with agency nominations due in July.
- The CAP Goal team will discuss long-term support and governance of this Awards program with the Core Federal Services Council before the end of the fiscal year.

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 Federal service programs that provide significant services to citizens, businesses, and other customers. Establish a council of leaders from major Federal public-facing programs 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 Federal service programs that collect customer feedback data <i>[data will be collected in Q3 FY 16]</i> Percentage of core Federal service programs that have a plan to improve customer service <i>[data will be collected Q3 FY 16]</i> Percentage of core Federal service 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 Federal service 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
Conduct outreach to agencies to identify and collect information on core Federal service programs	Q1 FY16	Complete	OMB
Meet with PMC to validate the list of identified programs	Q2 FY16	Complete	OMB
Establish a council comprised of the core Federal service programs to improve customer service	Q2 FY16	Complete	OMB
Convene initial meeting of the Core Federal Services Council	Q3 FY16	On Track	OMB
Core Federal service 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
Identify the percentage of core Federal service programs that have a plan to improve customer service	Q3 FY16	On Track	OMB
Identify the percentage of core Federal service programs that collect customer feedback data	Q3 FY16	On Track	OMB
Core Federal service programs identify their baseline customer feedback data*	Q4 FY16	On Track	OMB
Core Federal service programs review feedback data and progress on strategies to improve customer service*	Q1 FY17	On Track	OMB
Quarterly Council Meeting	Q2 FY17	On Track	OMB
Quarterly Council Meeting	Q3 FY17	On Track	OMB
Quarterly Council Meeting	Q4 FY17	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
Conduct a year-end review of RCoP pilot to determine appropriate next steps	Q2 FY16	Complete	SSA/COP
Develop plan for federal customer service-focused collaboration platform	Q2 FY16	Complete	SSA/COP
Develop plan for Customer Service Playbook and Maturity Model	Q2 FY16	Complete	OMB/COP
Collect feedback from Community of Practice on Customer Service Playbook, Maturity Model, and related resources	Q2 FY16	Complete	SSA/COP
Pilot and evaluate Customer Service Playbook and Maturity Model with core Federal service 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
Launch federal customer service-focused collaboration platform**	TBD	Not Started	SSA/COP

* Pending council's input and discussion

** Due date dependent upon plan findings

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 an 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
Conduct mid-point assessment of customer feedback pilot effectiveness	Q2 FY16	Complete	OMB/SSA
Identify initial priorities and topics to focus on with the core Federal service programs*	Q3 FY16	On Track	OMB
Identify the percentage of core Federal service programs that have a plan to improve customer service	Q3 FY16**	On Track	OMB
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 Federal service programs identify their baseline customer feedback data*	Q4 FY16	On Track	OMB
Expand customer feedback pilot to a broader set of core Federal service programs *	Q4 FY16	Not Started	OMB
Conduct mid-point assessment of expanded pilot effectiveness	Q2 FY17	Not Started	OMB/SSA
Assess results of expanded customer feedback pilot	Q4 FY17	Not Started	OMB/SSA

- Pending council’s input and discussion

** The previous due date for this milestone was Q2 FY16. However, the CAP Goal team is pushing back the due date to Q3 FY16 in order to have time to convene and get input from the Core Federal Services Council.

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
First award recipients announced	Q1 FY16	Complete	OMB
Identify lessons learned from first year of award process and share with CoP members for comments	Q1 FY16	Complete	SSA
Identify governance structure for award program beyond CAP Goal*	Q2 FY16	Changing	SSA/OMB
Announce and issue guidance on second annual customer service awards	Q3 FY16	On Track	OMB
Review Employee Viewpoint Survey data of core Federal service programs	Q3 FY16	On Track	OMB
Identify governance structure for award program beyond CAP Goal*	Q4 FY16*	On Track	SSA/OMB
Announce award recipients of second annual customer service awards	Q1 FY17	Not Started	OMB
Announce and issue guidance on third annual customer service awards	Q3 FY17	Not Started	OMB

* The previous due date for this milestone was Q2 FY16. However, the CAP Goal team is pushing back the due date to Q4 FY16 in order to get input from the Core Federal Services Council about the long-term support and governance structure of the awards program.

Key Indicators

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

Indicator	Timeline
Percentage of core Federal service programs that collect customer feedback data	<i>Data will be collected in Q3 FY 16</i>
Percentage of core Federal service programs that have a plan to improve customer service	<i>Data will be collected in Q3 FY 16</i>
Percentage of core Federal service 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 Federal service 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**