Improving Customer Experience with Federal Services

High Impact Service Provider Annual CX Action Plan

Passport Services
Bureau of Consular Affairs
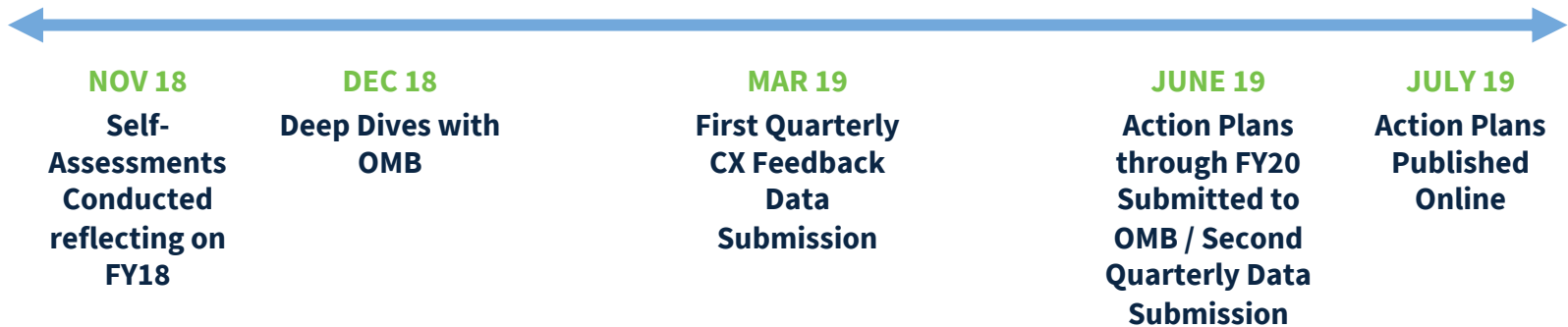## U.S. Department of State

June 2019

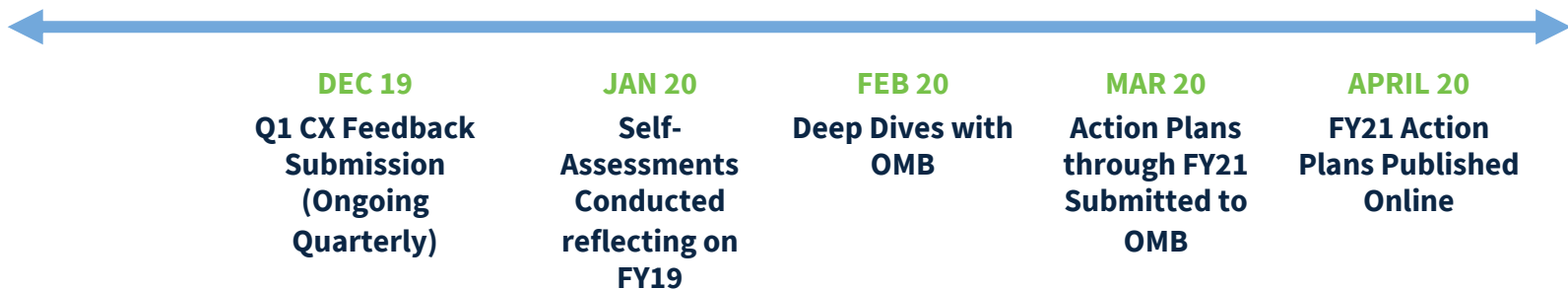**PRESIDENT'S MANAGEMENT AGENDA**

FIRST YEAR Timeline for A-11 Section 280

FY19

NOV 18	DEC 18	MAR 19	JUNE 19	JULY 19
Self-Assessments Conducted reflecting on FY18	Deep Dives with OMB	First Quarterly CX Feedback Data Submission	Action Plans through FY20 Submitted to OMB / Second Quarterly Data Submission	Action Plans Published Online

ONGOING Timeline for A-11 Section 280

FY20

DEC 19	JAN 20	FEB 20	MAR 20	APRIL 20
Q1 CX Feedback Submission (Ongoing Quarterly)	Self-Assessments Conducted reflecting on FY19	Deep Dives with OMB	Action Plans through FY21 Submitted to OMB	FY21 Action Plans Published Online

HISP Annual Maturity Self-Assessment Summary

In 200 words or less total, tell us about your efforts around each core CX function by responding to the following prompts that apply.

Measurement: 4 / 6

Please give a 2-3 sentence summary of your efforts:

We collect, analyze, and utilize various customer experience metrics to improve our processes. We have set service standards with which we continuously measure our performance.

What are you most proud of?

We collate and analyze both quantitative and qualitative customer feedback throughout the passport application process.

What nascent / ongoing activities do you hope to grow?

We plan to resume collecting transactional data at our passport agencies and centers and expand upon the data previously collected.

What's blocking you from initiating / making / fully implementing changes?

We need additional tools and training for our field personnel to perform more robust micro analyses of the CX data.

What else would you like to share?

We are a data-driven organization and are always looking at ways to optimize our resources.

Governance: 3 / 6

Please give a 2-3 sentence summary of your efforts:

We have a headquarters-level Customer Service Division that manages a portfolio of national customer service programs, providing support and guidance to Customer Service Managers at passport agencies and center.

What are you most proud of?

Our entire organization, from Senior Leadership to Passport Specialists, continually demonstrates their commitment to develop and maintain high customer service standards.

What nascent / ongoing activities do you hope to grow?

We plan to engage our service partners to share best practices for customer service delivery.

What's blocking you from initiating / making / fully implementing changes?

The allocation of available resources creates challenges in expanding our focus on CX initiatives.

Organization & Culture: 3/6

Please give a 2-3 sentence summary of your efforts:

We have a directorate-wide modernization initiative that involves strategic planning to create efficiencies in our processes through technology solutions that will significantly enhance how we interact with our customers.

What are you most proud of?

The Customer Service Managers at our passport agencies and centers successfully manage a multi-faceted program. They and their teams are dedicated to providing the highest level of service to our customers.

What nascent / ongoing activities do you hope to grow?

To develop all employees and service partners to be customer-centric for the purpose of improving the customer experience and increasing customer satisfaction, trust, and advocacy. This is listed as Action 1 in our action plan.

What's blocking you from initiating / making / fully implementing changes?

During our peak season from March through August, resources are often shifted from proactive CX activities to agency operations to meet the high demand for passports.

Customer Research: 3/6

Please give a 2-3 sentence summary of your efforts:

We have developed customer journey maps and personas that we update routinely. We also conduct customer focus groups annually.

What are you most proud of?

We have expanded our methods for collecting feedback from customers to learn what matters most to them. We conduct numerous surveys at customer touch points, including collecting information on customer preferences. We also have a dedicated toll-free number and online form where customers can submit their feedback.

What nascent / ongoing activities do you hope to grow?

To conduct additional trend analysis on customer complaints to help us in enhancing service delivery.

What's blocking you from initiating / making / fully implementing changes?

During our peak season from March through August, resources are often shifted from proactive CX activities to agency operations to meet the high demand for passports.

Service Design: 3/6

Please give a 2-3 sentence summary of your efforts:

We are developing an online application for passport renewals that is estimated to launch within 24 months.

What are you most proud of?

We have deployed a number of enhancements to services offered at our national customer contact centers that have significantly improved customer interactions.

What nascent / ongoing activities do you hope to grow?

To expand customer digital engagement such as mobile applications, push notifications of applications in process, web chat, and texting capabilities.

What's blocking you from initiating / making / fully implementing changes?

The allocation of available resources creates challenges in expanding our focus on customer-facing applications.

Areas of Focus

Reflecting upon our 2019 CX Maturity Self-Assessment, our HISP has decided to focus on raising our maturity in the following areas in FY19/FY20:

Measurement

Governance

X **Organization & Culture**

X **Customer Research**

Service Design

FY 2019 / 2020 CX Improvement Actions

Describe a use case where a typical customer of your program faced challenge(s) during a service experience. This case should relate to one of your organization's Focus Areas for the remainder of FY19 and through FY20.

Typical HISP Customer Profile

Our primary customers are U.S. citizens who need a passport to travel outside of the United States. Eligible Customers receive information on how to apply for a passport, submit their documents and payment, and receive their passport.

Customer Needs + Frustrations

Negative customer feedback indicates that customers sometimes feel that we are not as responsive or empathetic to their needs as we should be.

HISP Implementation Challenge(s)

We do not foresee any implementation challenges for Actions 1 and 2 of this plan with the exception of competing resources during our busy season.

Stats

Four percent of our respondents in the 2018 American Satisfaction Index (ACSI) had a complaint with Passport Services. Of this four percent, 32 percent stated that their complaint was not resolved to their satisfaction.

Action 1

Focus Area: Organization and Culture

Goal to be accomplished by September 30th, 2021:
To develop all employees and service partners to be customer-centric for the purpose of improving the customer experience and increasing customer satisfaction, trust, and advocacy.

Critical Activities and Milestones:
- Establish a library of CX in-person and web-based trainings for our employees and service partners that are annually updated.
- Develop a method for collecting and sharing CX stories throughout our organization.
- Communicate the CX Action Plan and all CX activities to employees and service partners.

Action 2

Focus Area: Customer Research

Goal to be accomplished by September 30th, 2021:
Foster an environment where employees at all levels of the organization are empowered to contribute to improving the customer experience.

Critical Activities and Milestones:
- Establish a mechanism for collecting employee feedback in areas where they think our programs can be improved.
- Establish a cross-functional review and vetting process.
- Develop a communication process for transparency of our CX activities to maintain employee engagement.
- Establish an employee recognition program for feedback/ideas that are implemented.