



# Improving Customer Experience with Federal Services

**High Impact Service Provider Annual CX Action Plan**

**Office of Personnel Management  
USAJOBS**

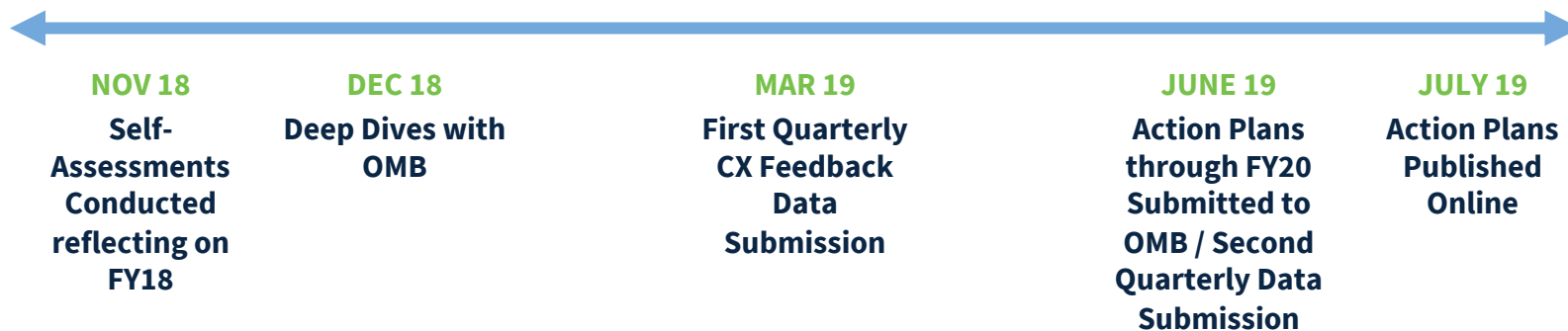
*June 2019*



# Timeline Overview

## FIRST YEAR Timeline for A-11 Section 280

**FY19**



## ONGOING Timeline for A-11 Section 280

**FY20**





# 2019 HISP Self-Assessment Summary

## 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: 5 / 6

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

The USAJOBS program leverages digital analytics to collect and analyze web data. The program also uses its help desk metrics and survey data for quantitative and qualitative assessments of user needs, and conducts user research where data is limited or does not exist.

What are you most proud of?

The program is proud of its user research and usability testing programs, which have produced rich feedback to establish an effective roadmap. The user-centered approach has resulted in an increase in the American Customer Satisfaction Index score from 71 in 2016 to a high score of 78 in 2019.

What nascent / ongoing activities do you hope to grow?

The program will continue to expand its access to user data and improve its ability to analyze the data on a more regular basis. The program will establish an operational dashboard in FY 2020.

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

The greatest challenge is data management, and making quality data available and accessible to the product team to analyze and make decisions from the analysis.

What else would you like to share?

The program has developed a measurement plan, and has acquired the right skills to implement the plan in FY 2020.

### Governance: 3 / 6

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

USAJOBS is part of a larger talent acquisition ecosystem. Therefore, there are significant hurdles to evangelize customer experience concepts and mindset. The program office continues to share CX best practices and goals with the larger talent acquisition community.

What are you most proud of?

The program is proud of its adoption of Human Centered Design and agile user experience methodologies to collect data, synthesize the research, and develop meaningful insights to improve the user experience.

What nascent / ongoing activities do you hope to grow?

The program will continue to study and adopt mature customer experience practices, and will share its CX action plans and updates with the USAJOBS Executive Steering Committee and through other customer channels.

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

The USAJOBS program has limited staff to support Government-wide CX governance in the area of talent acquisition.

What else would you like to share?

The program has existing governance channels to support talent acquisition, so USAJOBS can leverage these channels to increase CX governance.





## 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.

### Organization & Culture: 3 / 6

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

The USAJOBS program mandates several training courses for all staff. Therefore, team members participate in Human Centered Design training to learn about creative ways to understand the customer experience, including identifying user needs and expectations.

What are you most proud of?

The program is proud of its extensive user research, conducted in 2015, that resulted in revamping the USAJOBS experience over an 18-month period. In turn, user satisfaction increased by three American Customer Satisfaction Index points.

What nascent / ongoing activities do you hope to grow?

The program will continue to send staff to CX training events, as well as promote experiential learning opportunities. The program will publish its CX metrics and analysis reports within the team and with talent acquisition stakeholders.

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

There has been very little to no education for the broader HR community about the importance of the customer experience.

What else would you like to share?

As stated in the Governance section, USAJOBS is part of a larger talent acquisition ecosystem, so there is significant work to evangelize CX across the Human Capital/Human Resources community.

### Customer Research: 6 / 6

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

The USAJOBS program embraces Human Centered Design principles and incorporates them into its research. The program involves users in the design process to ensure that changes add value to the user experience. The program uses feedback from usability testing, focus groups, and help desk inquiries to guide design.

What are you most proud of?

The program is proud of its usability and research efforts over the past few years, which have resulted in personas and journey maps of various users. These efforts have also provided data to help create design pillars to guide USAJOBS's extensive re-design.

What nascent / ongoing activities do you hope to grow?

The program will continue to focus on the user experience as it makes changes that will improve the functionality of the site, as well as the application process.

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

It is challenging to get other, policy-focused organizations to accept the program's user research as a foundation for change.

What else would you like to share?

The program is working on various projects that will move USAJOBS from a job board to a Federal career portal that can be used from application to retirement.





## 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.

### Service Design: 6 / 6

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

The USAJOBS program moved from personas and journey maps to create service design blueprints. The program has three products, with two service design blueprints created over the last 12 months.

What are you most proud of?

The program is proud of its ability to learn new techniques and share its knowledge in a larger community setting. USAJOBS team members are encouraged to network outside the program and agency and build partnerships within and outside of government.

What nascent / ongoing activities do you hope to grow?

The program hopes to educate all current and future USAJOBS program staff on service design techniques, including creating visual artifacts to articulate service delivery, and also continue to evolve the program's business canvas models to articulate the program's vision to meet CX goals.

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

Service design is still a relatively new concept to the program office, so staff are in the early stages of learning and applying the techniques.

What else would you like to share?

USAJOBS is interested in leveraging its Open Opportunities platform to create a CX experiential learning marketplace. The program would like to expose its practices to other government programs, as well as gain exposure to other program's practices.

### 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



Organization & Culture



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

USAJOBS' primary customer is the job seeker and applicant. The goal is to find the right job match and seamlessly apply to the opportunity.

### Customer Needs + Frustrations

**Needs:** Timely, meaningful feedback; ability to speak with someone when questions arise; get an interview; get hired

**Concerns:** Limited jobs in the area; too many applicants; lack of agency response; confusion with job content and questionnaire; complicated process

### HISP Implementation Challenge(s)

USAJOBS is working on the job status and notification process in FY 2020. The program has introduced the hiring paths concept to address confusion over eligibility, which the program hopes will reduce the number of ineligible applicants that create "noise" in the process. The biggest challenge is agency content that is not in plain language. USAJOBS created a job announcement playbook to attempt to address this issue, but adoption is slow.

### Stats

Each year, 12 million users access USAJOBS and generate 22 million applications for approximately 350,000 job announcements. The ratio of applicants to announcements indicates a lot of "noise" in the hiring process. USAJOBS will work to measure the eligibility and quality of the applicants with the assistance of agencies and their backend Talent Acquisition Systems.

## Action 1

### Focus Area: **Measurement**

#### **Goal to be accomplished by September 30<sup>th</sup>, 2021:**

Develop a robust operational dashboard that showcases key customer experience measures that signal positive or negative changes to drive action.

#### **Critical Activities and Milestones:**

Develop CX operational dashboard project plan **FY20Q1**

Implement **phase I CX measures** **FY20Q2**  
(Profile, Search, Help Center, Landing Page)

Implement **phase II CX measures** **FY20Q3**  
(Job Announcements, Applicant Funnel)

Implement **phase III CX measures** **FY20Q4**  
(Recruitment ROI, Searchable Resumes)

#### **Other Notes:**

USAJOBS will update the measures for each phase as necessary.



## 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

USAJOBS' secondary customer is the agency (Human Resources specialists, hiring managers, and leadership). The goal is to find the right talent at the right time for the right opportunity.

### Customer Needs + Frustrations

**Needs:** Ability to post jobs; increase the quality of the talent pool; increase the return on investment in strategic recruitment activities; responsiveness when implementing changes

**Concerns:** Budget constraints; hard to fill positions; hiring compliance; HR manpower deficits

### HISP Implementation Challenge(s)

Reduce application "noise"; 22 million applications = numerous ineligible and not well-qualified applicants

Increase quality of talent pool with personalized, strategic recruitment activities.

Increase agency brand awareness through proactive outreach and engagement.

### Stats

Many hiring certificates go unused because HR functions are overwhelmed with non-eligible and not well-qualified applications. Agencies have an opportunity to save millions of dollars in HR manpower by using recruitment data to develop more tailored recruitment strategies. For example, increasing the effectiveness of recruitment strategies and reducing the number of applicants for review by 10 percent (that is, 1.1 million applications) would result in a reduction in Federal HR labor costs of approximately \$4.1 million annually, assuming 8 applications per hour at \$30 per hour.

## Action 2

### Focus Area: **Organization & Culture**

#### **Goal to be accomplished by September 30<sup>th</sup>, 2021:**

Transform the Federal hiring culture from the "post and pray" tactic to a strategic, personalized recruitment approach by expanding the use of the USAJOBS Agency Talent Portal (recruitment marketing platform), as well as enhancing its features to support robust, proactive recruitment.

#### **Critical Activities and Milestones:**

Administer *monthly* Agency Talent Portal demonstrations and office hours to discuss strategic recruitment tools and CX practices.

Conduct a customer co-creation workshop with HR specialists, hiring managers and HR leaders to discuss agency branding and outreach – **FY20Q2**

Deliver customer CX data/reports/dashboards, so that agencies can measure customer engagement and user behaviors – **FY20Q4**

#### **Other Notes:**

USAJOBS program staff will continue to attend CX training events and participate in experiential learning opportunities to enhance knowledge and experience.

