



Government CX:

The Intersection of CX and Plain Language

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October 2020

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.

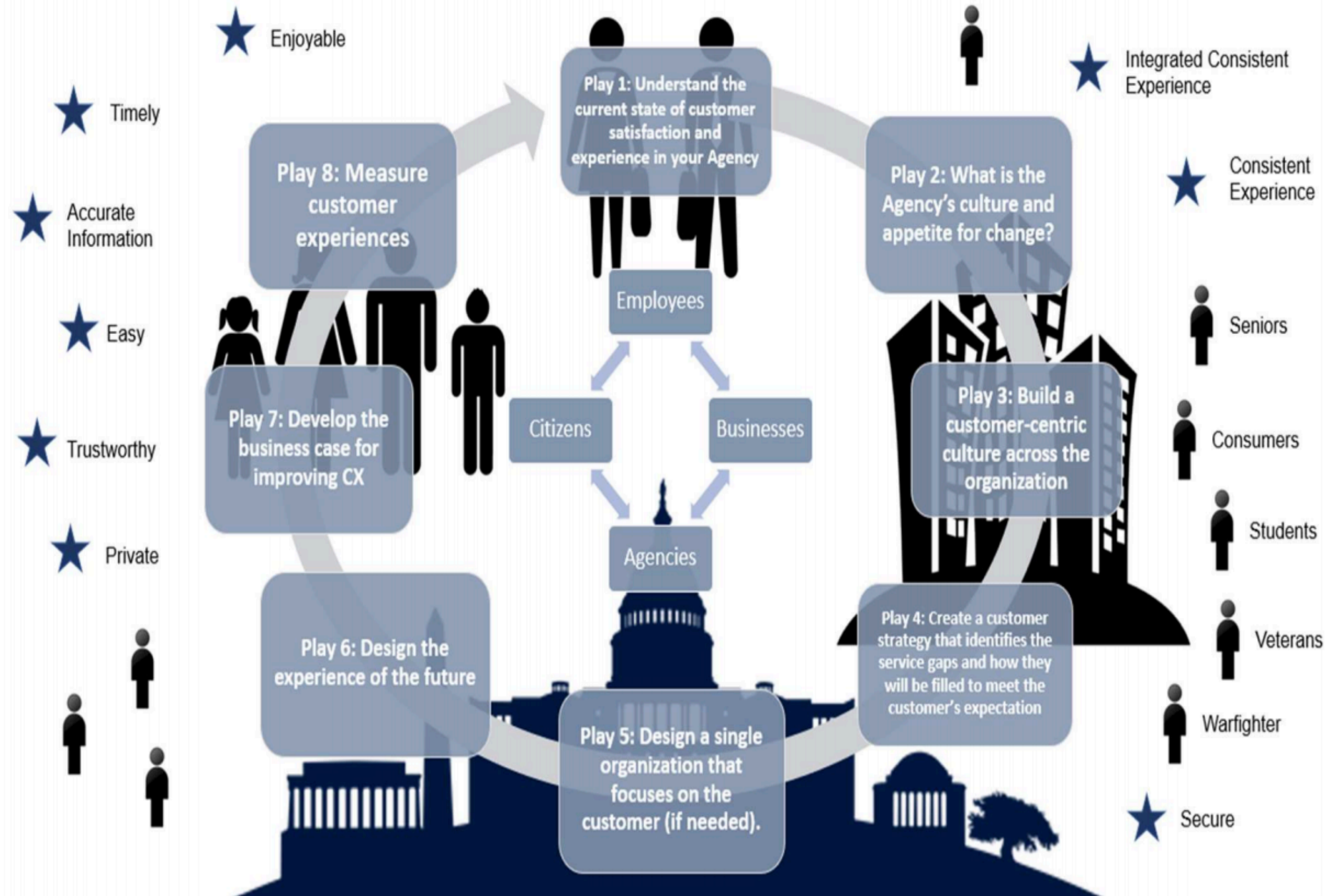
- CX focuses on meeting the needs and expectations of customers (e.g., student, parent, senior, veteran, taxpayer, beneficiary, small business, employees) from the time they have a “problem to solve” through completion of the transaction.
- Focuses on how people “feel” about the interaction, service,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



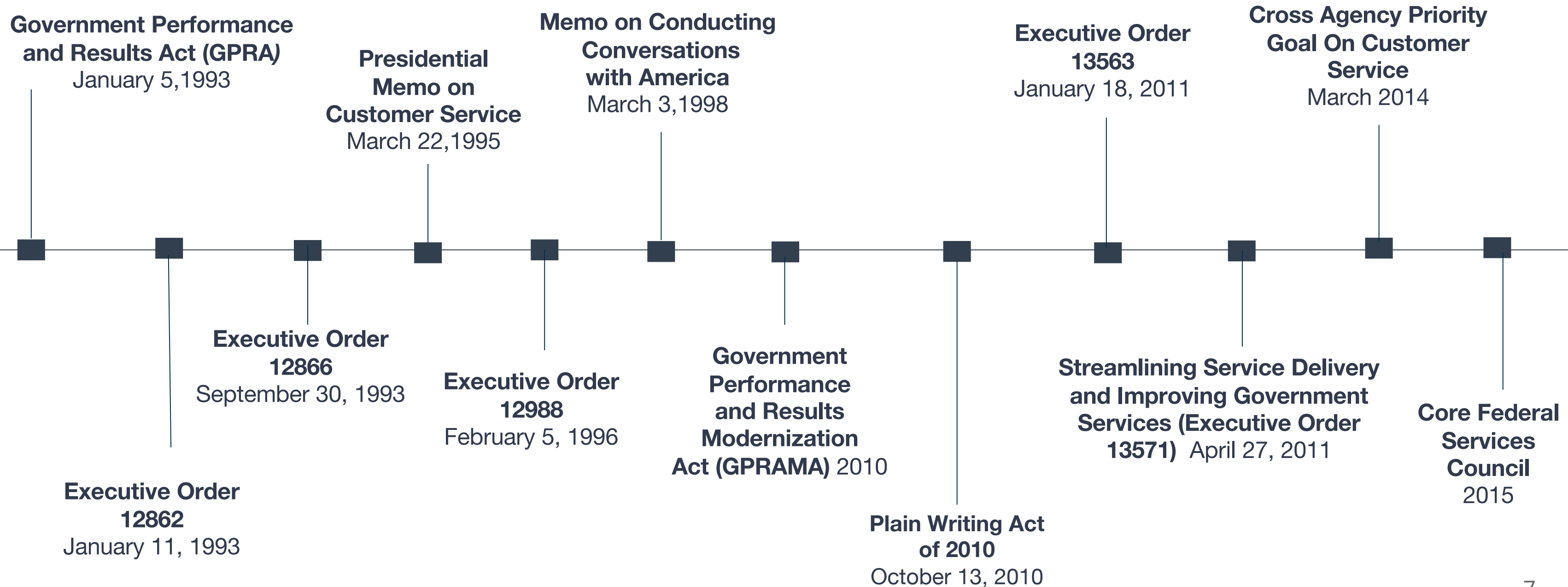
Decoding Customer Experience: Attributes of CX

- 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**.

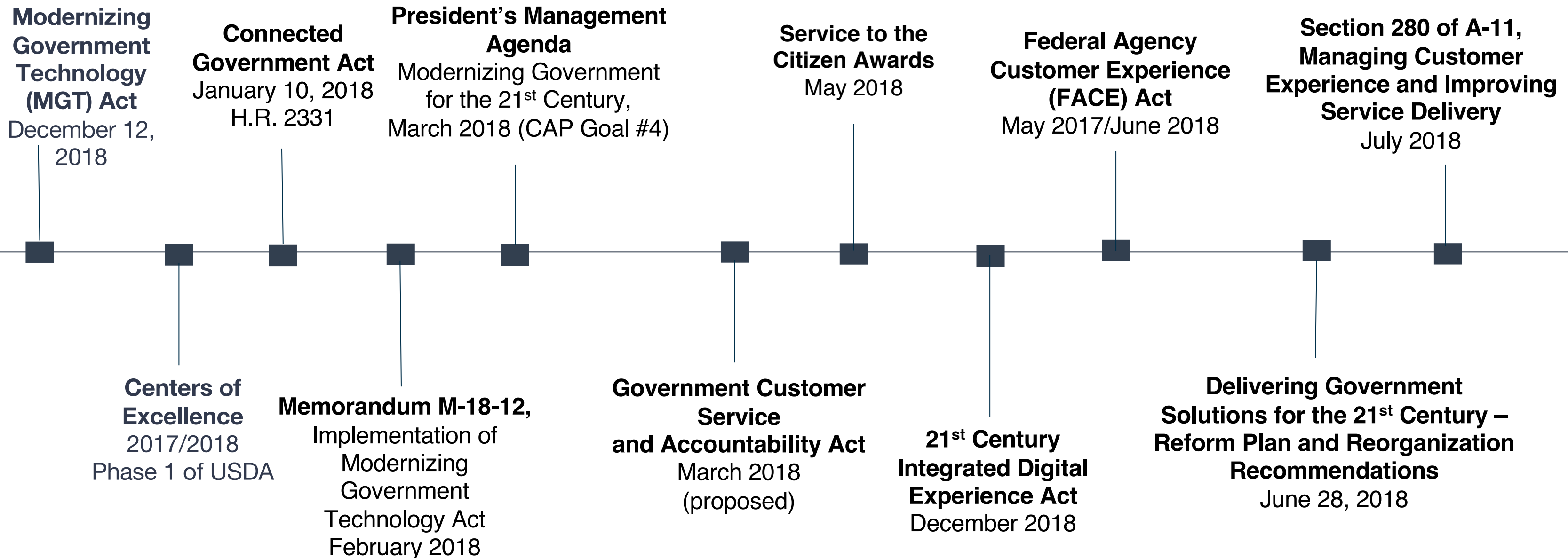
Challenges

- 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.*

Customer Experience Timeline



Customer Experience Timeline 2



Customer Experience Timeline 3

**2nd Annual Service to the
Citizen Awards**
May 2020

**Action Plans Submitted to
OMB**
July 2020

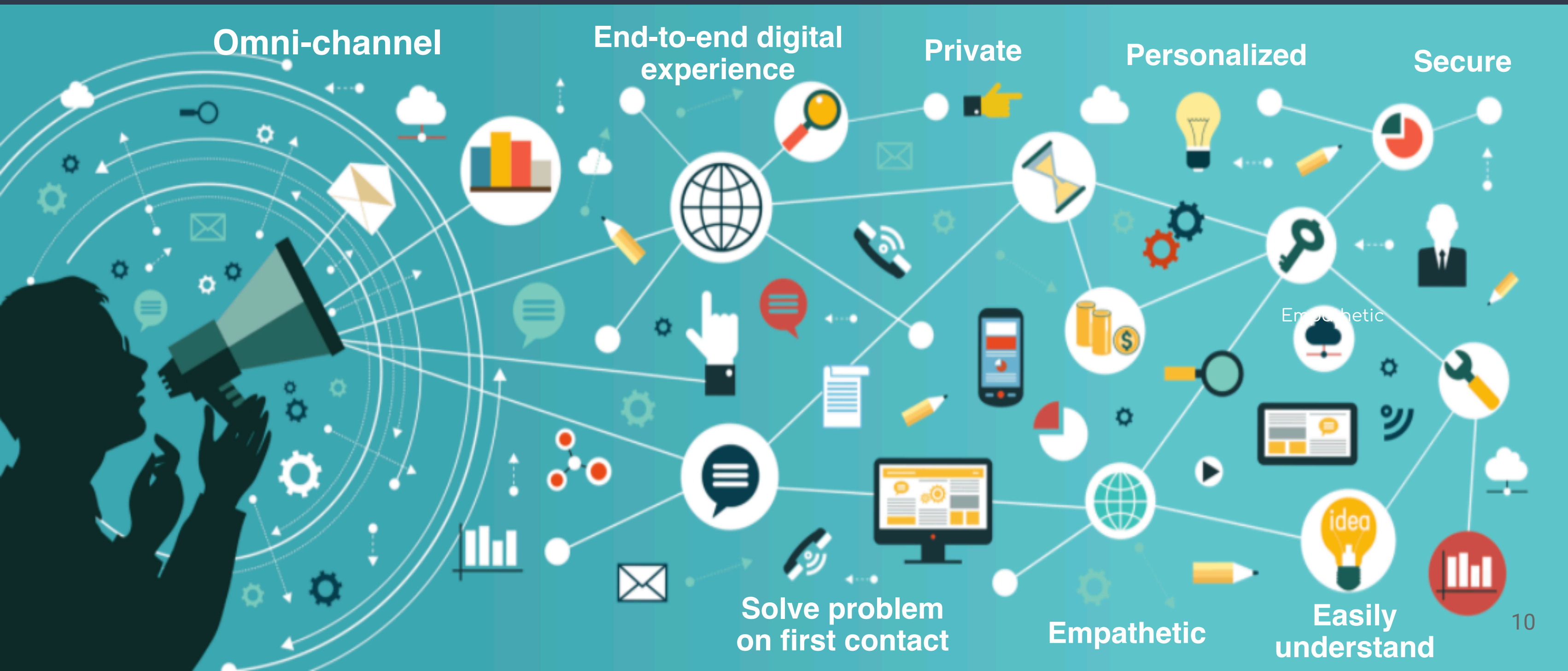
**3rd Annual Service to the
Citizen Awards**
September 2020

Published on
Performance.gov
September 2020

**Action Plans Submitted to
OMB**
July 2019
Published to Performance.gov
September 2019

**Section 280 of A-11
Managing Customer Experience
and Improving Service Delivery
(updated)**
July 2020

What do citizens expect?



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

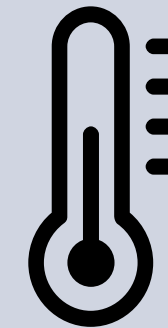


Meets or exceeds financial goals

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)**
 - * 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?

CX Drivers	Driver Sub-Categories	Sample Questions
Service Quality	Service Effectiveness/Perception of Value	<ul style="list-style-type: none"> • My need was addressed. • My issue was resolved. • I found what I needed. • My question was answered.
Process	Ease/Simplicity	<ul style="list-style-type: none"> • It was easy to complete what I needed to do. • It was easy to find what I needed.
	Efficiency/Speed	<ul style="list-style-type: none"> • It took a reasonable amount of time to do what I needed to do what I needed to do. • I found what I needed on the site quickly.
	Equity/Transparency	<ul style="list-style-type: none"> • I was treated fairly. • I understand what was being asked of me throughout the process.
People (if applicable)	Employee Interaction/ Warmth/ Helpfulness/ Competence	<ul style="list-style-type: none"> • 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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