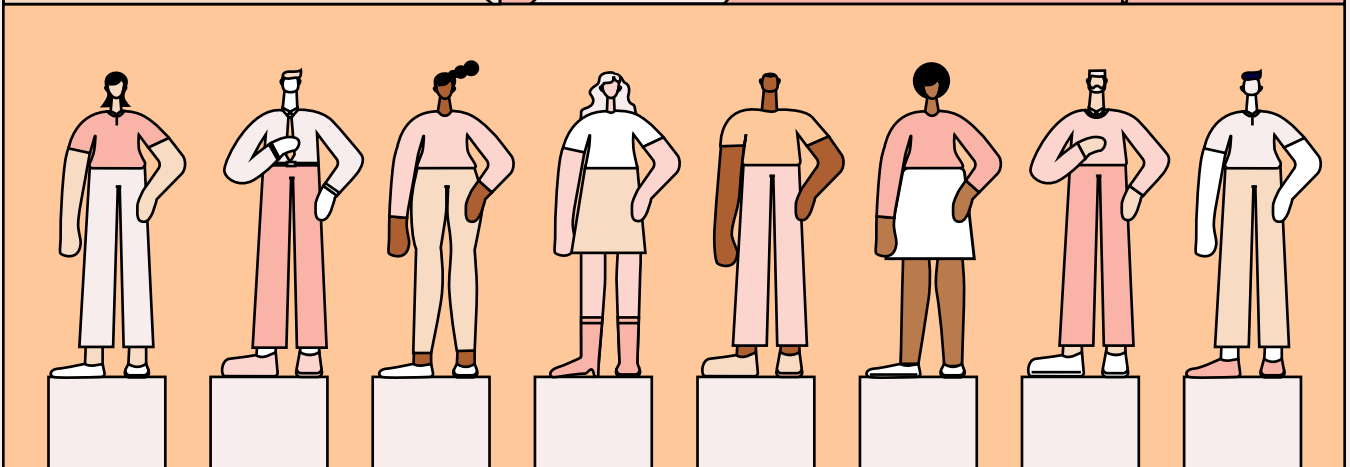
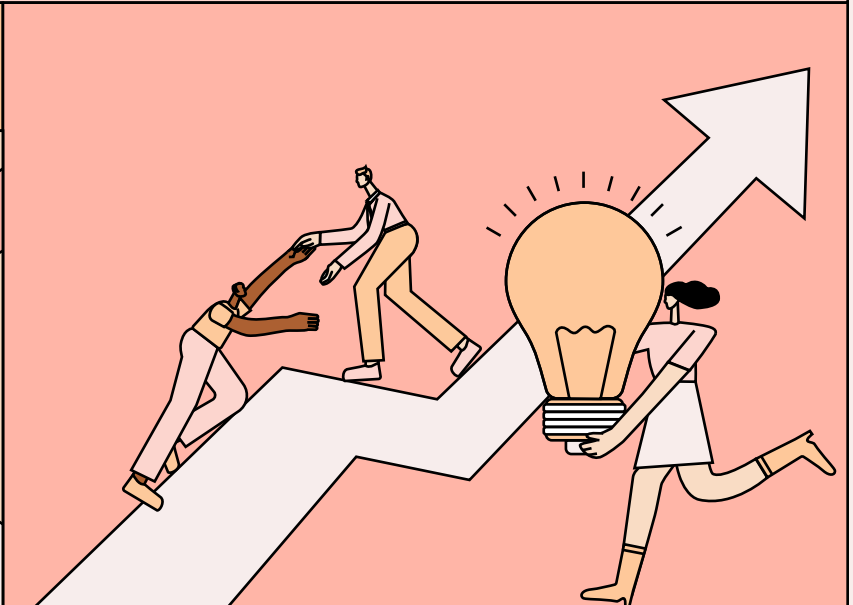
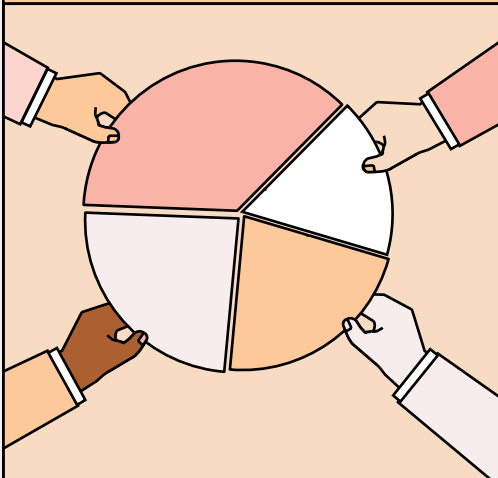


# Drive Better CX Without Breaking Your Budget

**A GOVLOOP GUIDE**



# Introduction

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**Agencies may understand how important providing a good customer experience (CX) is — how positive CX advances the mission and enhances people’s view of government — but tight and uncertain budgets often make it hard to allocate the resources that CX teams would like. As with other concerns, agency leaders must “do more with less.”**

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In this guide, the first installment of our 2025 CX series, we look at strategies that can help agencies provide better engagement and deliver better services even when funding and staffing are tight. Automation and artificial intelligence (AI), such as chatbots, are important tools, but the public at large has real concerns, as you’ll learn.

We also examine four ways to improve your CX operations so you reap the most from your investments. And in addition to thought leadership on the technology that can enhance your customer engagement, this guide explores sludge — CX sludge, that is. If you identify what frustrates people trying to renew a license, for example, you can ease their burden and streamline your processes. We explain how.

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# It's Time to Fine-Tune Your CX Strategy

CX remains an evolving discipline in government, as agencies continue to tweak their tools, processes and practices to improve the quality and reliability of customer engagement and service delivery. Rather than looking for disruptive technologies or strategies, they largely have adopted a "1% better every day" mindset. That's the case even with AI. As important as it is likely to be, agencies are not rushing to adopt it. Here is a look at some of the latest thinking about advancing the art and science of CX.

## HOW TO THINK ABOUT CX ROI

How can a CX team make the case for investing in CX when they can't tie it to revenue growth or other positive measures? Riccardo Pasto, Principal Analyst at Forrester, an IT market research and consulting firm, recommends adopting outcome metrics. Those might include:

**Participation metrics**, which focus on customer behaviors that power mission performance, such as:

- Following the government's advice and directives
- Engaging with the government for authoritative information
- Using optional services
- Speaking positively about the government and its services

**Efficiency metrics**, which focus on optimizing the costs of such activities as:

- Program development
- Communications
- Service delivery, leading to cost recovery, funding allocation and other revenue-generating sources

**Resilience metrics**, which focus on the ability to navigate change, such as:





- Operational continuity
- Institutional trust
- Employee and partner experience
- Sustainable development
- Equitable access

See the full interview with Pasto on [Page 7](#).



## WHAT MAKES A CX CHAMPION?

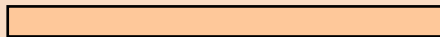
In analyzing the results of a [recent CX survey](#), analysts identified the attributes of top-tier CX practitioners, whom they dubbed CX champions. One marker of a champion, according to the study, is the use of advanced CX tools. Here's what you'll find in their CX toolboxes within the next two years:

-  **86%** will adopt personalization technology
-  **84%** will adopt real-time data collection
-  **81%** will adopt AI-powered chatbots
-  **72%** will adopt connected omnichannel experiences

## CHATTER ABOUT CHATBOTS

In the past several years, numerous surveys have found that people are wary about the role of AI-based chatbots in customer service. For example, a [2024 Gartner study](#) highlighted five main concerns:

**60%** It will be more difficult to reach a person.



**46%** AI will displace people's jobs.



**42%** AI will provide the wrong answers.



**34%** Personal data will be less secure.



**25%** Customers will not be treated equally.



## INSINCERELY YOURS?

If your agency is incorporating chatbots into customer interactions, you need to be aware of a potential pitfall: **engineered insincerity**.

The term refers to the use of automation, such as chatbots, that simulates a personal interest in a customer, according to [an article](#) in Harvard Business Review.

Examples include:

- A chatbot that uses slang or other language to seem more human
- An automated email system that spams customers with messages that have no bearing on their context
- Daily, unsolicited text messages that require customers to unfollow

"[The] unending quest for operational efficiency is prioritizing automation over customer empathy — and that is a problem," Leah Leachman, a Senior Director analyst with Gartner for Marketing Leaders, and Don Scheibenreif, a Vice President, Distinguished Analyst with Gartner's Global Enterprise Executive Research group, wrote in the article. "Without compelling customer understanding, there are no compelling digital experiences."

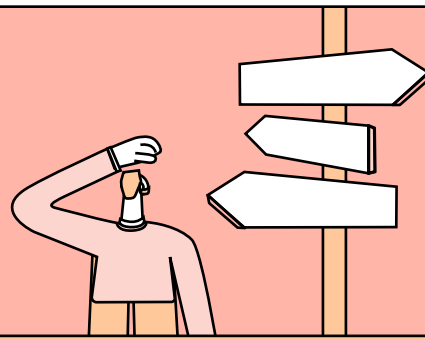
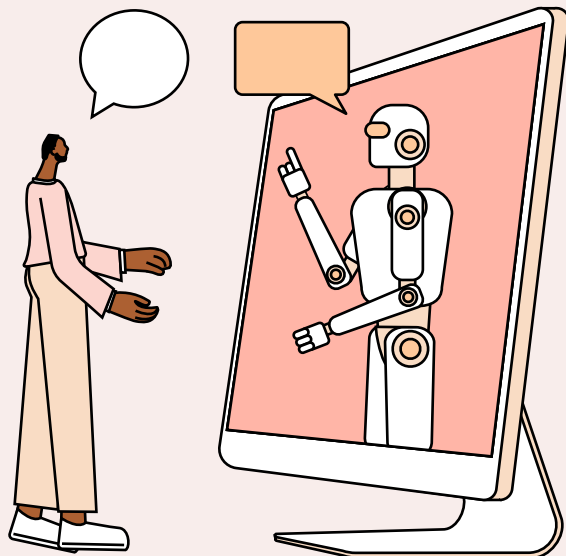
*"Don't let your automation strategy set the tone for your relationship with your customers."*

— Leah Leachman and Don Scheibenreif, Gartner

## THREE CX USE CASES FOR AI

According to [an article](#) in CX Today, experts recommend focusing on AI in three main areas:

1. **Improving agency efficiency/productivity.** For example, chatbots can guide employees through complex customer support tasks, help create call scripts and automate call transcription.
2. **Delivering round-the-clock service.** Although chatbots might not work for complex interactions with the public, they can broaden the range of self-service options available through multiple channels.
3. **Analyzing customer engagements.** By studying data from interactions across different channels, AI can give agencies a deeper understanding of CX and identify potential improvements.



## DON'T GET STUCK IN SLUDGE

The government of New South Wales (NSW), Australia, has come up with a system for improving the customer journey: the sludge audit method. The goal is to identify problems that undermine CX or disrupt the delivery of services. Examples include overly complex processes, poorly designed forms and confusing websites.

In general, NSW government recommends looking at the customer journey through four lenses:



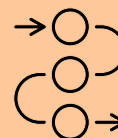
**Time:** How long does it take a customer to complete each step in their journey?



**Experience:** How hard it is for customers to complete each step?



**Cost:** Given average industry wages, what is the cost to customers when completing a given process? Likewise, given employee wages, what is the cost to government?



**Access and inclusion:** Are there processes or points in your processes that prove more difficult for customers in some demographics?

See the full article about CX sludge on [Page 13](#).

## INDUSTRY SPOTLIGHT

# To Get a Better Measure of CX, Watch and Learn

Agencies often ask constituents to complete a short survey whenever they engage with a service or a service representative. But while a survey can provide useful information about the customer experience (CX), its value is limited because you only know what constituents tell you. And to paraphrase the anthropologist Margaret Mead, what people say they experience and what they actually experience can be two entirely different things.

A better way to gauge CX, said Hannah Burn, State and Local Government Strategy Director at Qualtrics, is to observe people's behavior across the different agency touchpoints. For example, how many clicks did it take to find the service or information they need, and what did they do next? Or at what point did someone give up on the website and reach out by phone?

In this [video interview](#), Burn discusses how to get a more holistic perspective on the resident journey. Topics include:

- Gaining insights from specific actions that users take on a website
- Seeing how people engage with the agency across multiple channels
- Using that data to create better CX

**qualtrics**<sup>XM</sup>  
GOVERNMENT

carahsoft.



**WATCH THE VIDEO**

*"While customers might tell us a particular thing that happened to them, if we could observe what happened, we might actually get a more nuanced understanding."*

— Hannah Burn, State and Local Government Strategy Director, Qualtrics

### ABOUT QUALTRICS

Qualtrics empowers state and local leaders to deliver customer-centric service and unlock operational efficiency. By capturing experience and operational data across all channels, governments can identify pain points and automate continuous improvement, responding in real-time to customer and employee needs.

[Learn more about Qualtrics.](#)

# How to Get More Value Out of Your CX Investments

*An interview with Riccardo Pasto, Principal Analyst, Forrester*

Organizations globally have seen three consecutive years of decline in the quality of their customer experience (CX), according to a recent report by Forrester, an IT research and consulting firm.

Although staffing and budgets are always tight, especially in the public sector, the solution is not just more resources. Instead, CX leaders must invest to overhaul the core CX competencies that help their organizations improve the customer experience, the analysts wrote.

The question, then, is where to invest. In an email interview, Riccardo Pasto, one of the authors of the report, discussed strategies for improving the maturity of your CX operations across the board. The text for this article is largely drawn from his written responses, albeit edited for length and to fit the article format.

***At the start of the interview, Pasto shared this note on terminology:***

The term “constituent experience” is specific to people or voters in an electoral district. Instead, we talk about “customers” and “customer experience” in government to address a diverse range of stakeholders that most public services cover, including individual citizens, constituents, residents, tourists, businesses, foreign investors, and other governments.



# Improve CX Through Better EX

## THE BOTTOM LINE

When employees are highly engaged and motivated, they're more likely to deliver exceptional service to customers, improving the overall CX. On the flip side, if your CX processes are frustrating or ineffective, employees will struggle to deliver them, leading to a drop in employee experience (EX). CX and EX are closely connected – strong EX efforts can significantly enhance CX outcomes.

## THE RATIONALE

Employees lose their ability to remain engaged with their organization's mission and functions because of insufficient organizational resources, unrealistic work expectations and a negative career outlook.

Forrester data shows that public-sector employees experience higher rates of burnout compared to those in the private sector, with one in four government employees in the "Red Zone" of low engagement and high burnout. Red Zone workers' main issue is a lack of human-centered resources, such as empathy, from direct managers and human resources teams.

This matters because even in times of instability and chaos, how employees feel about work largely depends on their ability to make daily progress and their relationships with people they work closely with.

## → THE TAKEAWAY

At the heart of strong EX practices is the understanding that most employees go to work to connect – with coworkers, direct managers and the people they serve – and these relationships drive engagement.

To effectively address EX's psychological aspects, government leaders should leverage coaching tools and resources to give managers the skills they need to energize their teams.

**Consider a structured coaching program that has four key objectives:**

- Focus on employee strengths
- Encourage skill development
- Keep communication open
- Set and track growth goals

*"Above all, government leaders must show genuine care for employee well-being – not just as a means to boost productivity, but as a core value."*

*– Riccardo Pasto*

# Align Cross-Functional Teams

## THE BOTTOM LINE

CX transformation requires executive support. But the reality is that too few CX leaders in government have the influence to drive meaningful change — like shifting to journey-centric service design and replacing outdated systems and processes.

## THE RATIONALE

Forrester research from 2024 shows that 41% of those responsible for CX programs in government report to a chief experience officer or chief customer officer (CCO). That sounds like good news, but Forrester also saw that only a handful of government organizations with CCOs improved CX quality in the past few years, and some quality actually declined.

That's why successful CX leaders prioritize working with stakeholders and bring customer perspectives into the organization to ensure that tactical initiatives contribute to overall CX improvement.

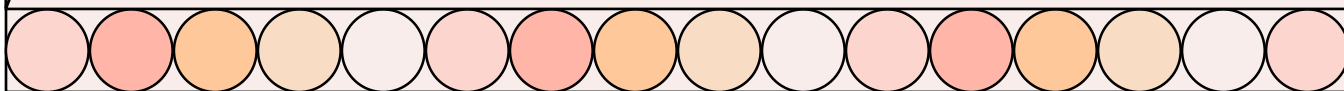
## → THE TAKEAWAY

One effective way to do this is by mapping the experiences of people during significant life events, such as recovering from man-made or natural disasters, starting or growing a family, finding a job, retirement, or even the end of life. Confusing these journeys with administrative processes or viewing them solely as interactions with a single organization can undermine government efforts to improve CX.

### Here are the key attributes of a customer journey:

- A journey begins **before** a customer first engages with a government service and concludes **only** when they have successfully achieved their goal.
- It often involves interactions with multiple organizations, including in the private sector.
- Customers also bring prior experiences and emotions to these journeys, and their reflections on the process shape future trust and engagement.
- Customer journeys do not occur in isolation. They influence and are influenced by one another.
- A journey atlas provides a strategic, bird's-eye view of the key journeys customers engage in. It creates alignment and clarity governmentwide about the macro and micro journeys that matter most to customers.

*"Policymakers committed to improving CX are beginning to recognize the limitations of agency-based solutions." – Riccardo Pasto*



# Understand Your Customers' Mental Models

## THE BOTTOM LINE

To reduce the risk of building the wrong solution or rolling out ineffective programs, CX pros must use qualitative research to augment quantitative data, helping to explain the “why” behind the “what.”

## THE RATIONALE

Qualitative research is often seen as “soft” or subjective compared to quantitative data, which may feel more trustworthy or defensible in bureaucratic environments. But qualitative research can help agencies understand a customer’s mental model. Mental models are underlying cognitive concepts that shape a customer’s expectations, value perception and decision-making.

Customers have various mental models for the government as a whole and for specific government organizations, services, journeys and interactions. Mental models operate at various altitudes, setting expectations for cross-sector standards (e.g., control and transparency) and specific touchpoints (e.g., expecting the back button on a website to lead to the previous screen).

*“CX leaders can use exploratory research techniques like interviews and ethnography to uncover customers’ needs and goals, and laddering techniques, which involve asking a series of ‘Why?’ questions, to get to the root of problems.”*

– Riccardo Pasto

## → THE TAKEAWAY

These insights pay off when they are connected to decision-making. For example, the state Department of Customer Service (DCS) in New South Wales (NSW), Australia, created an insights hub that pulls together and triangulates data across multiple datasets and shares insights with partner agencies. That includes:

- **Sentiment data:** community concerns, consumer and business confidence, etc.
- **Behavioral data:** uptake of government services, consumer spend, mobility data, etc.

For example, in NSW, 90% of parents attend the first of eight recommended health checks for children aged 0 to 5 years, but only 10% complete the last one. DCS found the drop-off was due to poor follow-up processes — only the first check was automatically booked and supported. To fix this, the government introduced behavioral nudges such as targeted messages and proactive booking offers, resulting in a 30% rise in bookings and 89% acceptance of follow-up offers.

# Go for Quick Wins, But Play the Long Game

## THE BOTTOM LINE

Most CX transformations require a commitment of at least three years.

### THE RATIONALE

Government organizations often face budget constraints, shifting priorities and limited staffing that can stall their CX efforts. To get initiatives off the ground, CX pros often invest significant time promoting their efforts, building business cases and rallying support from CX champions. If you're facing these challenges, take a page from the private sector and try "guerrilla CX" tactics – swift, creative and cost-effective tactics that leverage just the right amount of data and encourage experimentation to create impactful moments that drive both CX and EX transformation.

For example, one organization used AI-powered summary tools to reduce 15,000 ideas to 54 unique cases in just 15 minutes. Employees also analyzed more than 70 hourlong interviews in just a couple of hours. Another organization needed to invest in a new voice of the customer (VoC) platform but wasn't getting any traction with the executive team. So, employees took thousands of customer feedback quotes, printed them out, put them into two binders and left them on the CEO's desk – as a holiday gift to illustrate that staff really needed funding to invest in a more robust VoC platform.

### → THE TAKEAWAY

Don't get stuck doing projects that deliver only quick wins. Here are ways to work toward long-term success:

- **Create a multiyear plan** to maintain focus and drive mission performance.
- **Focus on elevating CX** to a strategic level by embedding it into your organization's overall strategy.
- **Build a strong case** that better CX improves mission performance. Many organizations use external consultants to help them tie CX outcomes to the overarching mission strategy.
- **Involve stakeholders** from the start to drive consensus.

Most CX transformations require a commitment of at least three years. Focus on elevating CX to a strategic level by embedding it into your organization's overall strategy.

*"Without compelling reasons to stay focused on CX transformation over the long term, enthusiasm for CX will fade."*

– Riccardo Pasto

## INDUSTRY SPOTLIGHT

# How Digital-First Communications Improve CX

Above all, government's mission is to serve and safeguard the public — with its different needs, preferences and resources — and agencies try hard to engage constituents in new and more effective ways. At one time, for instance, town criers shouted the news in village squares; eventually, agencies sent paper notices in the mail; and today, even small departments communicate via SMS messages.

But effective outreach is about more than using modern technology. It requires a strategy — a “digital-first” approach that allows an agency to collect better constituent data and then tailor the agency's messages to the right people at the right times. Digital-first outreach motivates people to act without drowning them in useless communication. And digital-first ultimately improves the customer experience (CX) while making agency operations more efficient and cost-effective.

In this [video interview](#), Angy Peterson, Vice President for Experience Services at Granicus, explores the opportunities that a digital-first strategy offers. Topics include:

- What a “digital-first” approach entails
- The connection between digital-first communications and CX
- Best practices for implementing digital-first outreach



### WATCH THE VIDEO

*“For years now, government has really approached digital as something additive, like adding websites as a digital front door... But digital-first communication is not just additive. It's much more transformative. It's how government meets people where they are.”*

— Angy Peterson, Granicus

### ABOUT GRANICUS

At Granicus, our mission is to help better engage government and the people they serve. With more than 2,000 employees across the globe supporting more than 7,000 public-sector organizations, Granicus is a trusted partner for governments to make meaningful connections by enhancing customer experiences, engaging more communities, improving operations, prioritizing equitable reach, increasing trust and transparency, and simplifying compliance.

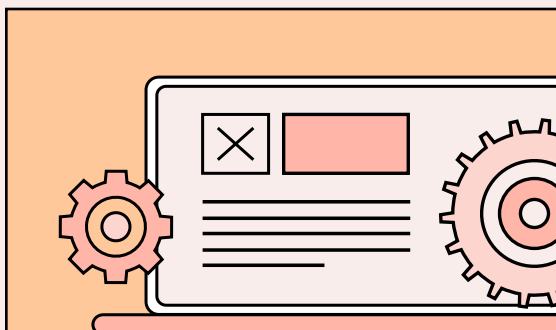
[Learn more about Granicus.](#)

# Finding and Fixing the Sludge in Government CX

It is not a pretty word, “sludge.” It evokes dreary images and sounds decidedly unglamorous. But in the context of government, sludge is an excellent way to describe the factors that slow, if not block, our ability to access services. We’ve all experienced agency websites, forms and other communications that make our lives difficult.

CX sludge is defined as **excessive or unjustified frictions that cost time or money and lead to frustration**. For example, why is it so easy to sign up for something online, but canceling requires a lengthy phone call or in-person visit?

It’s not just about ridiculously long processes. Sometimes, sludge affects how included and accepted we feel. “If certain things are worded in such a way or policies exist in such a way that people don’t feel welcome, that’s sludge, too,” said Dr. Stephanie Thum, author and adjunct professor at the Indiana Institute of Technology’s College of Business.



## WHAT IS CX SLUDGE?

Sludge refers to the “excessive or unjustified frictions” that make it more difficult, or impossible, to access opportunities, services and goods. It leads to lower customer satisfaction and trust and greater costs and inequities.

## EXAMPLES OF SLUDGE IN GOVERNMENT

### Hard-to-find or understand information

- Conflicting or outdated info
- Complex language, jargon and slang
- Websites that are tough to navigate

### Lengthy forms and processes

- Processes with unnecessary steps
- Forms that require superfluous information
- Excessive wait times

### Processes that result in feelings of anxiety

- Unexpected, unwarranted requests for sensitive info
- Needless or confusing compliance requirements
- Rejections that lack empathy or explanation

### Design that is not inclusive

- Websites incompatible with screen readers
- Info available only in English
- Steps that must be completed in person, or only online

Source: [NSW Government](#)

## IT'S A GOVERNMENT THING

“So often the public sector is expected to take concepts [from] the private sector and adapt them,” said Thum, “but **sludge is a concept that really has its roots in government.**” The idea was introduced by leadership at the Office of Information and Regulatory Affairs, which puts its stamp of approval on federal forms, surveys and similar documents.

Recently, the government of New South Wales (NSW) developed a sludge audit methodology, and the Organisation for Economic Co-operation and Development used that approach to inform an International Sludge Academy — so that governments worldwide can try to solve their respective CX sludge problems.

It’s a big deal. The audits are “meant to paint a clear picture of customer experience problems, offer a way to quantify those problems and look at and prioritize specific areas for improvement,” Thum explained.

For instance, multifactor authentication is great, but what if an elderly customer doesn’t have access to text messages, or has trouble hearing an automated phone call?

## HOW TO FIND YOUR CX SLUDGE

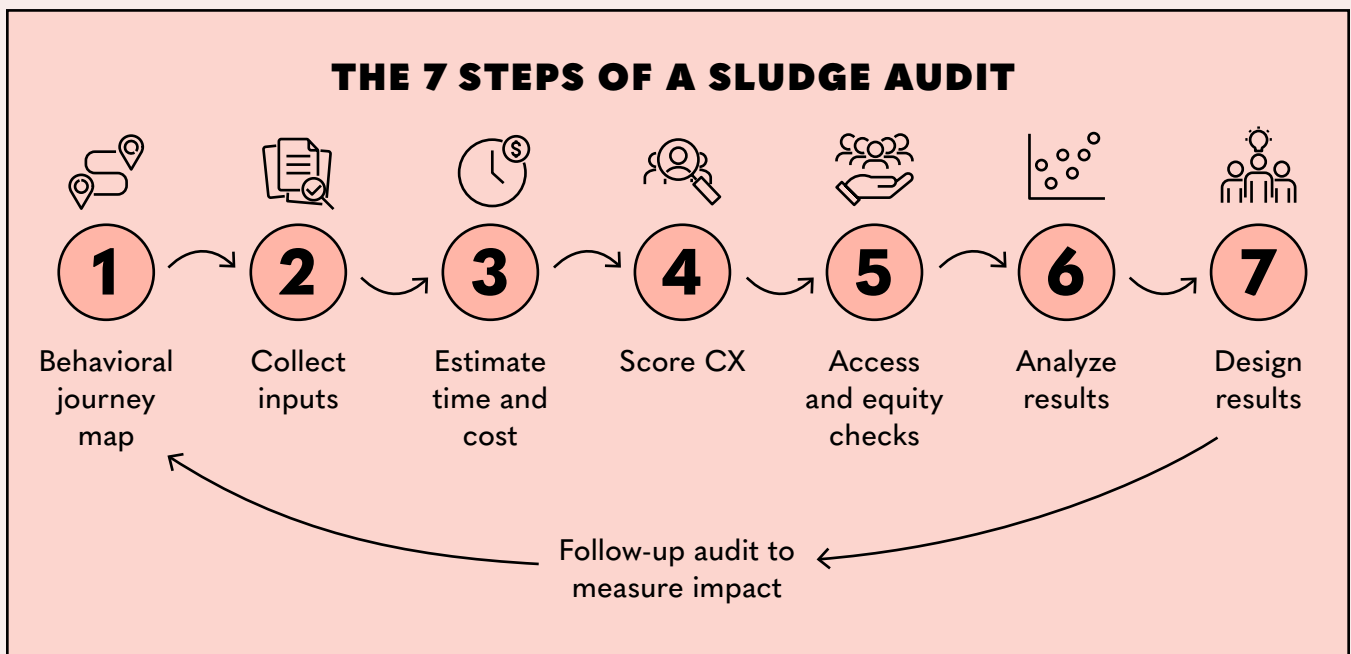
NSW’s sludge audit toolkit is an extremely readable guide for public officials at all levels, in all countries — explaining the seven steps to conducting an audit, as well as how you can measure and sustain change.

### The first step is developing a behavioral journey map.

Unlike traditional journey maps, these include micro-behaviors and recognize customer activity that agencies don’t see.

“For example,” said Thum, “you might have on a regular journey map ‘completes application form’ — but in a behavioral map, that might be broken down into ‘searches for application forms online,’ ‘navigates the website,’ ‘reads the website,’ ‘decides to apply,’ ‘gathers required documents,’ ‘completes application,’ ‘submits application.’”

Think about what’s involved in filing your taxes. Yes, separating the exercise into steps for collecting prior-year statements and filing taxes online would be accurate, but that approach misses all the effort and angst that’s really involved — tracking down year-end info, sorting it, trying to locate your online IRS password, and the like.



## WHAT DOES A BEHAVIORAL JOURNEY MAP LOOK LIKE?

A behavioral journey map consists of phases in a process and smaller behaviors, and can be formatted in various ways, such as charts or diagrams. A behavioral map that traces customer behavior during a license application process, for example, might look like this. *Source: [NSW Government](#)*

<p><b>PHASE 1</b> <i>Search for information</i></p>	<ol style="list-style-type: none"> <li>1. Access and navigate website for info</li> <li>2. Read website for details about application process</li> <li>3. Check eligibility</li> <li>4. Contact customer support for clarification</li> <li>5. Receive support from government staff</li> <li>6. Decide to apply for the license</li> </ol>
<p><b>PHASE 2</b> <i>Complete application</i></p>	<ol style="list-style-type: none"> <li>1. Access and navigate website to find application form</li> <li>2. Read website FAQs for application guidance</li> <li>3. Fill out the online form</li> <li>4. Gather documents required when submitting application</li> <li>5. Upload necessary documents to website</li> <li>6. Submit application form</li> <li>7. Read confirmation email from government agency</li> </ol>
<p><b>PHASE 3</b> <i>Wait for response</i></p>	<ol style="list-style-type: none"> <li>1. Anticipate word on the outcome of the application</li> <li>2. Contact customer support for a status update</li> <li>3. Wait on hold when calling for customer support</li> <li>4. Receive update from government staff</li> </ol>
<p><b>PHASE 4</b> <i>Provide additional information</i></p>	<ol style="list-style-type: none"> <li>1. Receive phone call from agency staff, requesting more info</li> <li>2. Read email from staff, also asking for the extra information</li> <li>3. Gather requested documents</li> <li>4. Send additional documents via email</li> </ol>
<p><b>PHASE 5</b> <i>Outcome and opportunity to review</i></p>	<ol style="list-style-type: none"> <li>1. Read email from staff regarding approval/rejection of application</li> <li>2. Pay for license (upon approval)</li> <li>3. Read payment confirmation email</li> <li>4. Wait to receive license in the mail</li> <li>5. Read letter from agency staff that accompanies the license</li> </ol>

## WHAT ABOUT IMPLEMENTATION?

When processes get too challenging or complex, people — whether external customers or agency staff — tend to find workarounds that breed security, compliance or other problems. But even when organizations have identified a CX issue, they frequently don't fix it.

"CX is often seen as an innovation, and innovation is about doing things in a new way, but very few government agencies are actually set up to do anything differently," Thum said. "We seem to brainstorm and ... get to one spot, and then stop."

"It definitely takes leadership, expertise and collaborative ability," she added. "And there are some scholars ... who suggest that collaboration is one of the most difficult [skills] for public-sector employees."

CX professionals should look at change not only as a CX need, but as a business-improvement imperative. "Here's how this is going to improve the business of the agency' is a frame of conversation that will welcome people into the CX world," she said. "And if you are speaking that language correctly, it's going to [allow you] into their world."

"You'll win some, and you'll lose some," said Thum. "But it is very possible that the seeds you're planting now will blossom later, [after] you left."

Identifying sludge is one thing; fixing it is another. So the NSW Government developed **step-by-step guides to help you resolve hidden CX frictions**. Each guide includes "How do I do this?" advice and lots of helpful visuals. Topics include:



**Websites** — Make them easier to use and more accessible.



**Letters and Emails** — Be more purposeful, clear and compelling.



**Forms** — Re-create so they're easier to locate, understand, complete and submit.



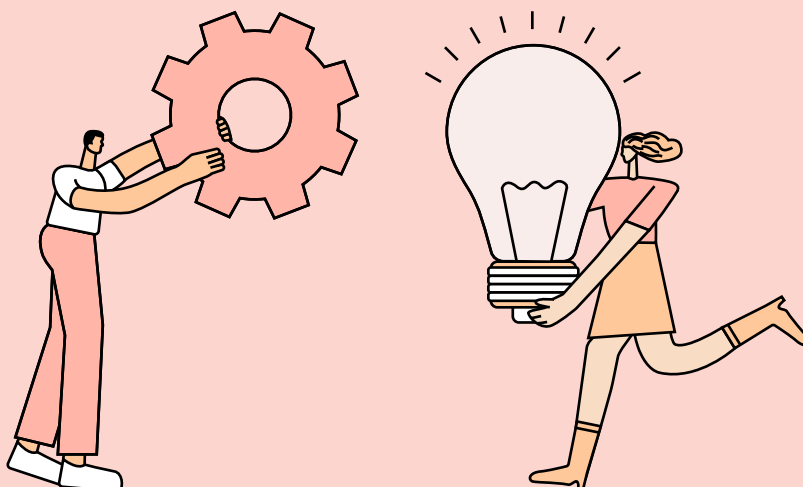
**Phone and Face-to-Face Conversations** — Make them simpler, easier and more productive.



**Text Messages** — Clarify, streamline and make them more credible.



**Apps** — Focus on accessibility, clarity and ease of use.



*Many thought leaders have contributed to the concept of sludge in government CX — including, among others, Cass Sunstein at Harvard University and Eva Koromilas, Dave Trudinger, and Alex Galassi of the NSW Government Behavioral Insights Unit.*

## INDUSTRY SPOTLIGHT

# Digital Identity Verification: How to Reduce Fraud and Improve CX

Agencies find themselves in a tough spot when providing online services that require identity verification. They must take every feasible measure to safeguard against the omnipresent risk of fraud, in compliance with an extensive and complex set of laws and policies. Such measures are inarguably necessary.

But those efforts run the risk of creating a process in which people experience unnecessary delays and difficulties trying to access benefits and services online, said Jordan Burris, Vice President and General Manager for Public Sector at Socure, which provides identity verification solutions.

In this [video interview](#), Burris discusses how agencies both improve the end-user experience and reduce the risk of fraud. Topics include:

- Four common mistakes that agencies make in their identity verification programs
- Why the “80% solution” mindset doesn’t work with the identity verification process
- How to gain greater visibility into the risks present in your services ecosystem



### WATCH THE VIDEO

*“It’s a false choice that organizations have often been led to believe, that you either have to accept that fraud is going to happen or that you have to apply a ton of friction to the process and fail to meet people where they are.”*

— Jordan Burris, Vice President and General Manager for Public Sector at Socure

### ABOUT SOCURE

Socure is the leading provider of digital identity verification and fraud prevention solutions, trusted by the largest enterprises and government agencies to build trust and mitigate risk. Leveraging AI and machine learning, Socure’s industry-leading platform achieves the highest accuracy, automation and capture rates in the industry. With the acquisition of Effectiv, Socure expands its capabilities to offer end-to-end identity fraud and payment risk management, integrating advanced transaction monitoring, credit underwriting and know-your-business (KYB) solutions into its platform.

[Learn more about Socure.](#)

# Conclusion

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This guide is Part 1 of our 2025 CX guide series. Below are highlights of our 2024 installments.

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## **CX: TURNING GOOD IDEAS INTO PRACTICE**


You know that good CX is important, but achieving it can be difficult — so this guide offers tips, best practices, and worksheets to help you develop more engaging and effective surveys, digital forms and human-centered design projects.

Also featured: legislative and regulatory CX developments, research into people’s perception of government, and tech that makes digital outreach more effective and secure.

## **CX: REACHING PEOPLE WHERE THEY ARE**

To help you reach customers regardless of their circumstances, this guide explores three specific ways to improve CX: accessibility tools, omnichannel communications and journey maps. And by “explore,” we mean offer how-to directions and clear-cut tips and techniques.

Also featured: a window into big CX changes at the Internal Revenue Service, links to key resources, and advice on digital tools that can transform your agency’s CX.

***Pre-register here for our next 2025 CX guide.*** 

### **ABOUT GOVLOOP**

GovLoop’s mission is to inspire public-sector professionals by serving as the knowledge network for government. Govloop connects more than 300,000 members, fostering cross-government collaboration, solving common problems and advancing government careers. GovLoop is headquartered in Washington, D.C., with a team of dedicated professionals who share a commitment to the public sector.

For more information about this report, please reach out to [info@govloop.com](mailto:info@govloop.com).

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### **THANK YOU**

Thank you to Carahsoft, Granicus, Qualtrics and Socure for their support of this valuable resource for public-sector professionals.

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