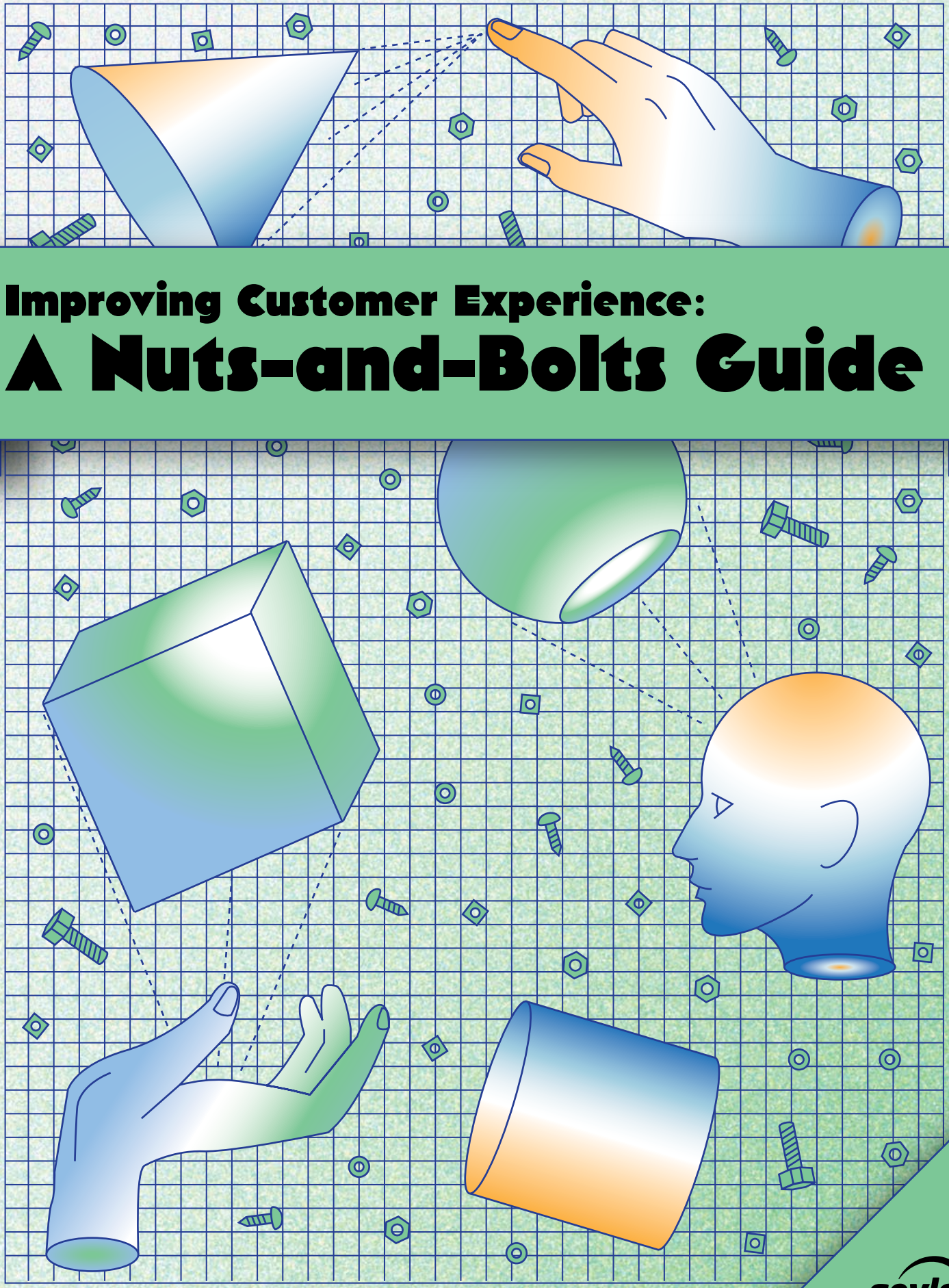
Improving Customer Experience:
A Nuts-and-Bolts Guide



govloop

Introduction

Not so long ago, customer experience (often abbreviated CX) was the concern of commercial enterprises, not government. Bureaucratic by definition, government sometimes seemed designed to make it *harder* to access services and information. Even those working within the system were frustrated by issues of internal (dis)organization and (lack of) communication.

No more. Agencies may be at different levels of progress, but all recognize the need for customer focus.

In part, that's because of federal directives, particularly the Office of Management and Budget Circular 11–A, Section 280; the President's Management Agenda; and the Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government, signed in December 2021. The latter calls for the federal government to be "held accountable for designing and delivering services with a focus on the actual experience of the people whom it is meant to serve." According to the EO, "customer" includes not only individuals but also businesses and organizations that interact with federal agencies and programs.

Together, these directives made CX a priority governmentwide. Although they apply only to federal agencies, states and even local governments are drawing on them as models for their own CX efforts.

So how did CX become such a high priority? In a word: trust. Public trust in the federal government has fallen from 77% in 1964 to lows of 17% in 2011 and 2019. People tend to trust state and local government more, but those numbers have been declining since 2020, too.

And it appears that CX with government plays a major role in building trust — but only when experiences are consistently positive. What's a positive customer experience? The specifics vary by agency, but the most important element is universal: People should be able to get the service or information they're looking for while being treated with respect.

In this guide, we'll share some of the tools and methods agencies are using to improve the experience of all their customers — internal and external — and rebuild trust as a result.

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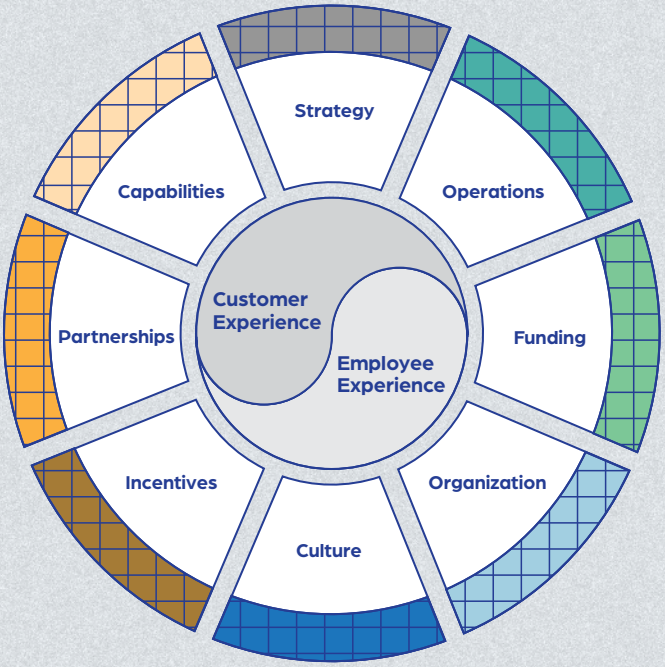
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Windows Into the CX Process



What Builds Good CX?

Strategy: Utilizing Internal & External Levers in Government to Fold CX into the Organization

Operations: Folding CX into governance, performance metrics, human resources and acquisitions

Funding: Securing funding to execute, scale, sustain and mature the agency's CX program

Organization: Positioning the CX program in the agency for maximum impact

Culture: Using agency mission, training and leadership development programs to drive CX now and in the future

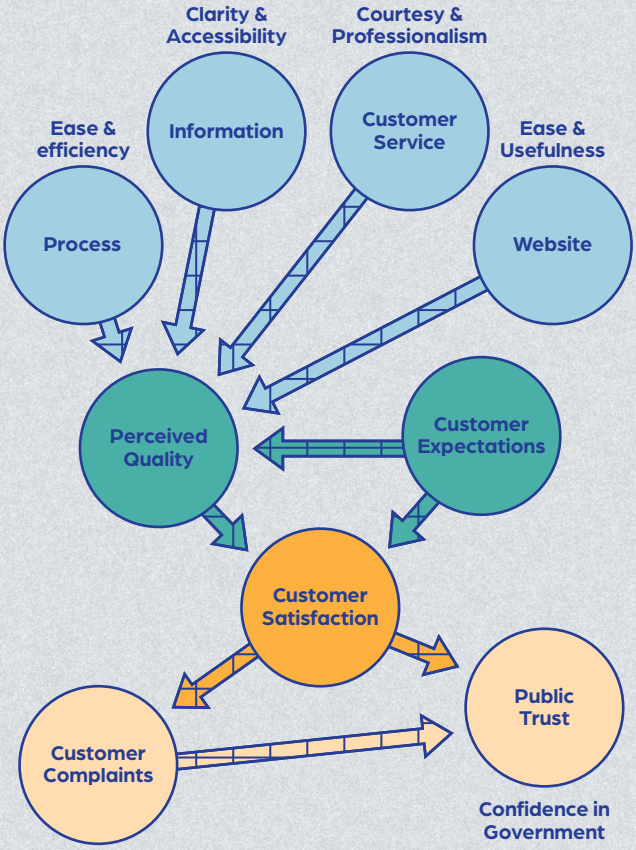
Incentives: Reinforcing CX as a core business discipline by incentivizing CX performance and behaviors

Partnerships: Leveraging partnerships inside and outside government to meet mission, build capacity and bring in cutting-edge CX practices

Capabilities: Implementing CX through customer understanding/human-centered design (HCD), measurement, service design and delivery of tangible CX tools to employees

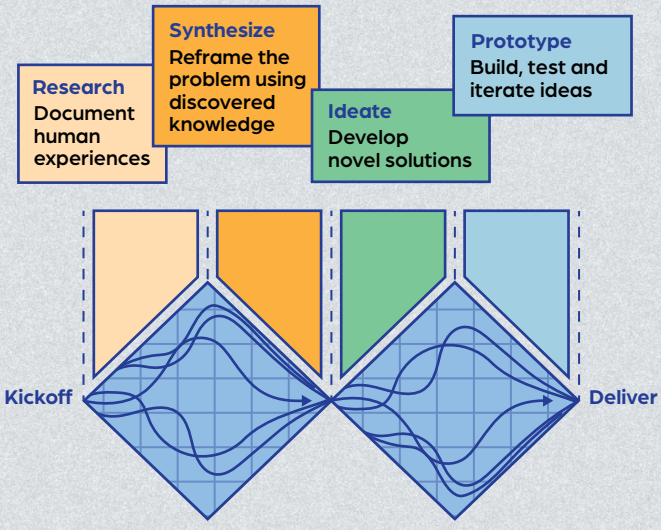
Source: The CX Cookbook, Department of Veterans Affairs' Veterans Experience Office

The Architecture of Customer Satisfaction



Source: The American Customer Satisfaction Institute

Designing CX

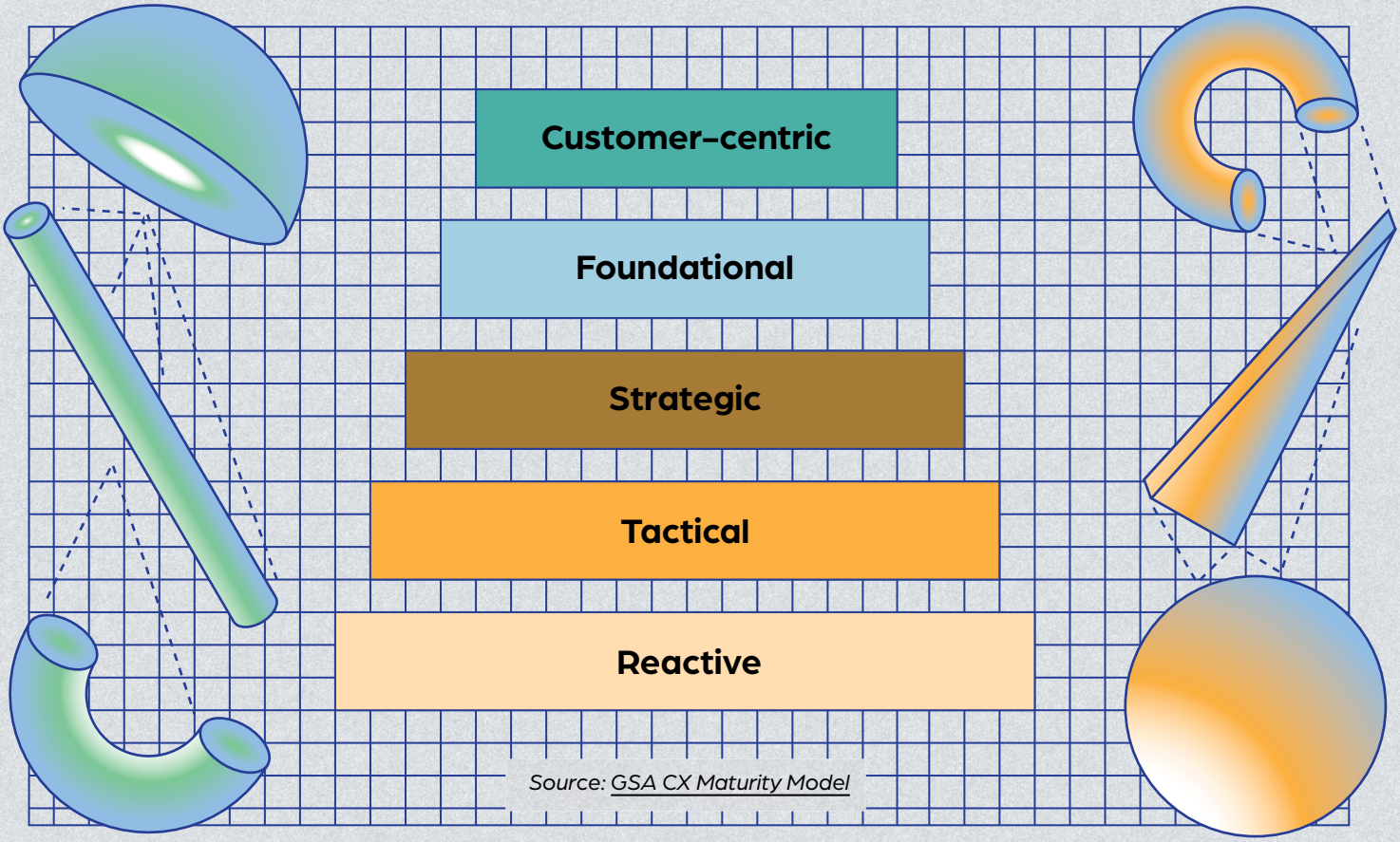


Source: General Services Administration/Agriculture Department

Every Project Needs a Plan

There are many resources for building CX into your agency. (We've listed some of the best in the "Resources" section at the end of this guide.) But all of them emphasize the same essential building blocks.

First and foremost, you need to know where you are. The CX Maturity Model, developed by the General Services Administration (GSA), is designed to help you do just that.



Source: GSA CX Maturity Model

Determine Your Agency's CX Maturity

The product of GSA's CX Center of Excellence (CoE), the model defines key concepts and identifies five levels of CX maturity:

- **Customer-centric.** Agencies that are structured primarily around customer needs and have the tools to measure that performance.
- **Foundational.** Agencies that have a clear CX strategy and coordinated CX programs to carry it out.
- **Strategic.** Agencies that have introduced enough customer-oriented programs to begin incorporating research and analysis.
- **Tactical.** Agencies that have done some customer research, mostly as part of other projects.
- **Reactive.** Agencies that have little understanding of their customers.

Each level builds on the one below it. According to the CoE, no agency is fully customer-centric yet, and few approach the foundational level — but every organization can make progress.

Learn About Your Customers — and Keep Learning

To commit to CX, you must know who your customers are. When you're laying the groundwork, use the tools you already have. Staff, especially frontliners, can help you define your customers and assess how you serve them.

Give everyone access to customers and their concerns. Have employees listen in on customer service calls and watch user research from existing projects.

Your call center may provide the only hard data you have at the outset. Begin to pull customer-related data from other projects. Build toward collecting enough qualitative and quantitative data to support a systemic customer orientation.

Borrow, Build and Hire to Increase Internal Skills

Use contractors to bring in capacities you don't have. Start by adding CX to contract requirements, especially for projects that will be public-facing. Build on that by having staff work beside contractors to learn the ropes. Include a requirement for training agency staff in the contract language.

Train employees on new tools as you bring them in. When it's time to add internal experts, start with user experience professionals to promote HCD within your organization.

One caveat from the CoE: Hold off on hiring a CX Officer or setting up a CX office until your organization is ready. Those shouldn't be your first steps.

Make Design Intentional

Improving customer satisfaction requires overcoming technical debt. You may need to start with piecemeal improvements, but eventually agencies need longer-term solutions intended from the outset to improve customer interactions.

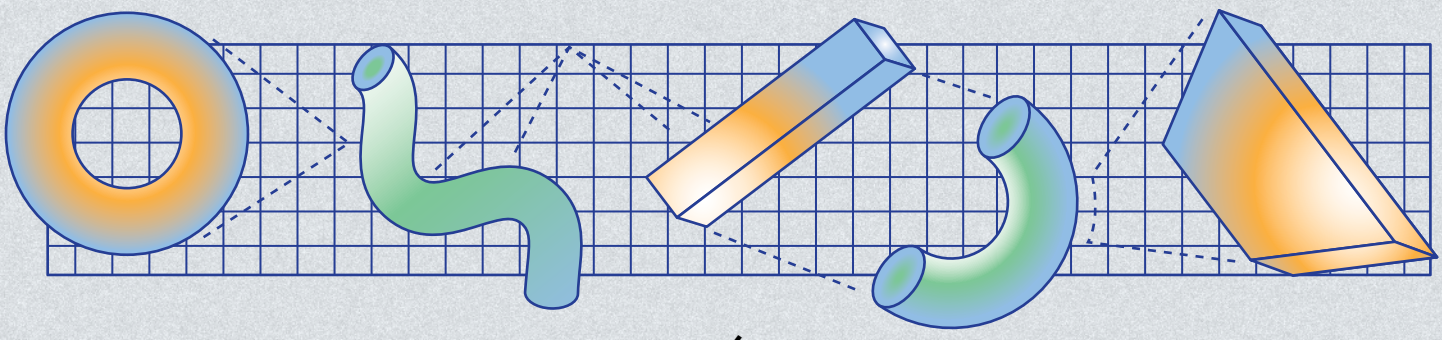
In the past, solutions were often ad hoc, with users as an afterthought. Both service design and HCD organize efforts around users, incorporating input from internal and external customers. The goal is a design pipeline that begins and ends with users.

CX Everywhere

Good CX isn't having a well-staffed CX office: It's having CX inform every decision throughout the organization. CX must be a priority — and a core capability — in every department.

That means using data to support CX goals in everyone's performance plans, including leaders'. Eventually, it means promoting CX professionals into leadership positions outside the CX channel.

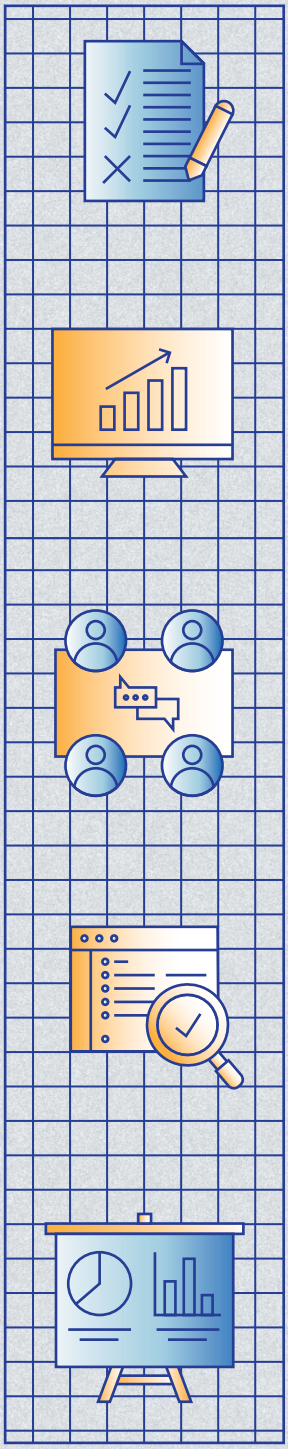
Becoming fully customer-centric will demand reengineering agencies from top to bottom – a lofty goal. But at each stage of improving CX, organizations connect with customers more positively and build relationships of greater mutual understanding and trust. And that's a project everyone can embrace.



Bringing in Constituent Perspectives

A core principle of good CX is knowing your audience and what you want from it. Are you interested in how people experienced a government service, for instance, or do you want more general input on public perceptions of an agency? Effective CX also recognizes that "constituents" are not always people — they can be businesses, nonprofits and other entities an agency's mission affects — and that English isn't always their primary language.

There are several concrete ways to gather useful feedback.



Surveys

Done correctly, surveys can be highly effective. In lieu of lengthy forms, develop surveys with a handful of questions and room for optional comments. Target appropriate demographics — for example, if you want feedback on baggage handling, survey only people who recently traveled by air. And consider developing a centralized online portal where all agency surveys can live.

Sentiment Analytics

The internet is a messy repository of emotional venting and in-the-moment rants — and that makes it a useful tool for agencies wanting to know what constituents really think. Using artificial intelligence, sentiment analytics scours social media posts and other public resources for text that conveys real-time complaints, and then objectively transmits that data to relevant agencies for remediation.

Public Deliberations

Whether through in-person or online meetings or other deliberative forums, the public should have a way to learn about and weigh in on a project as it develops, and know that their feedback matters. This kind of public participation is a process, not a single event or simple survey, and it requires planning, transparency and ensuring involvement from the full range of impacted people and entities.

Usability Testing

Before launching a new tool or form, test its usability. That is, watch how people representing targeted demographics interact with the new product. The Homeland Security Department (DHS) recommends four ways to gather this type of feedback, from a very simple approach — testing it in-office with a few colleagues — to more expansive 30- to 90-minute tests with the product's intended audience.

Metrics

Numbers can tell an important story, so monitor website traffic and other online behaviors. Five metrics in particular may be helpful: transaction completion times, page load times, "rage" clicks (when someone clicks a button often while waiting for a page to load), abandonment rate data and conversion rates (how often users finish a transaction or query).

Worksheet

How to Hear From Constituents

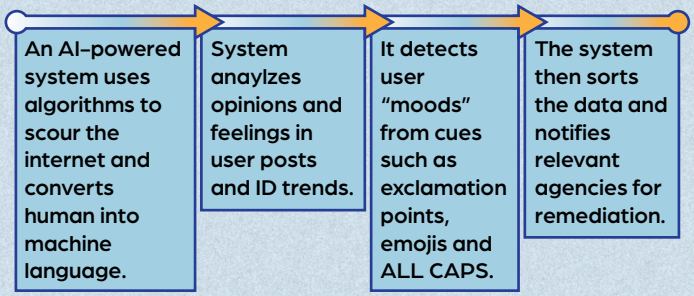
Below are tips and tools for gathering accurate, insightful constituent feedback.

Surveys

Surveys should be brief and target the right audiences. But writing the questions can be tricky. Here are some pointers.

- Ask direct questions.
- Avoid two-part questions.
- Guard against bias and leading language.
- Tailor the wording to your audience.
- Use response scales when possible (rather than yes/no or true/false).
- Avoid complicated answer grids.
- Ask simple questions first, then more challenging ones.

Sentiment Analytics



Metrics

Is your agency checking these critical CX metrics?

☐ **Transaction completion time:** How long it takes for someone to finish an order, application, etc.

☐ **Page load time:** When the wait is longer, the frustration is greater

☐ **Rage clicks:** Clicking a button repeatedly while waiting for a page to load or unfreeze

☐ **Abandonment rate and data:** How often people abandon their transaction, and at what stage they abandon it

☐ **Conversion rate:** How often people complete their agency transactions or queries

Public Deliberations

Agencies can benefit greatly from public participation programs, which can build much-needed trust in government. How can you solicit public feedback in such a sustained way? Make sure your agency has:

- A clear purpose for involving the public and goals for using its input
- Well-defined rules for engaging constituents and making decisions
- Actual opportunities for the public to make a difference
- Managers and staff committed to the process
- Inclusive, effective representation from the full range of stakeholders

Usability Testing

Most likely, your available resources, time constraints and learning objectives will determine the testing approach you take. Today, what option is best for you?

1. **In the office:** quick feedback from colleagues. You're just starting your project, and this is an easy way to get a second opinion.
2. **Out of the office:** talk to users in the field. Your drafts or prototypes are almost done, so you go into the field to watch people use them.
3. **In the conference room:** thorough, structured testing with users. Your materials are in solid, revised shape, and now you run structured, pre-scheduled tests with users.
4. **Remotely, by video:** expanded user testing. You want to observe and record the tests. That's especially helpful for test-driving websites and digital applications.

Journey Maps: Tracing Real-world CX

A journey map is a blueprint that tracks a typical consumer's experience with a product or service and shows what that person encounters at each stage of their interaction. The maps feature icons, multiple colors, and some combination of charts and diagrams, making them useful tools for understanding and improving agency CX.

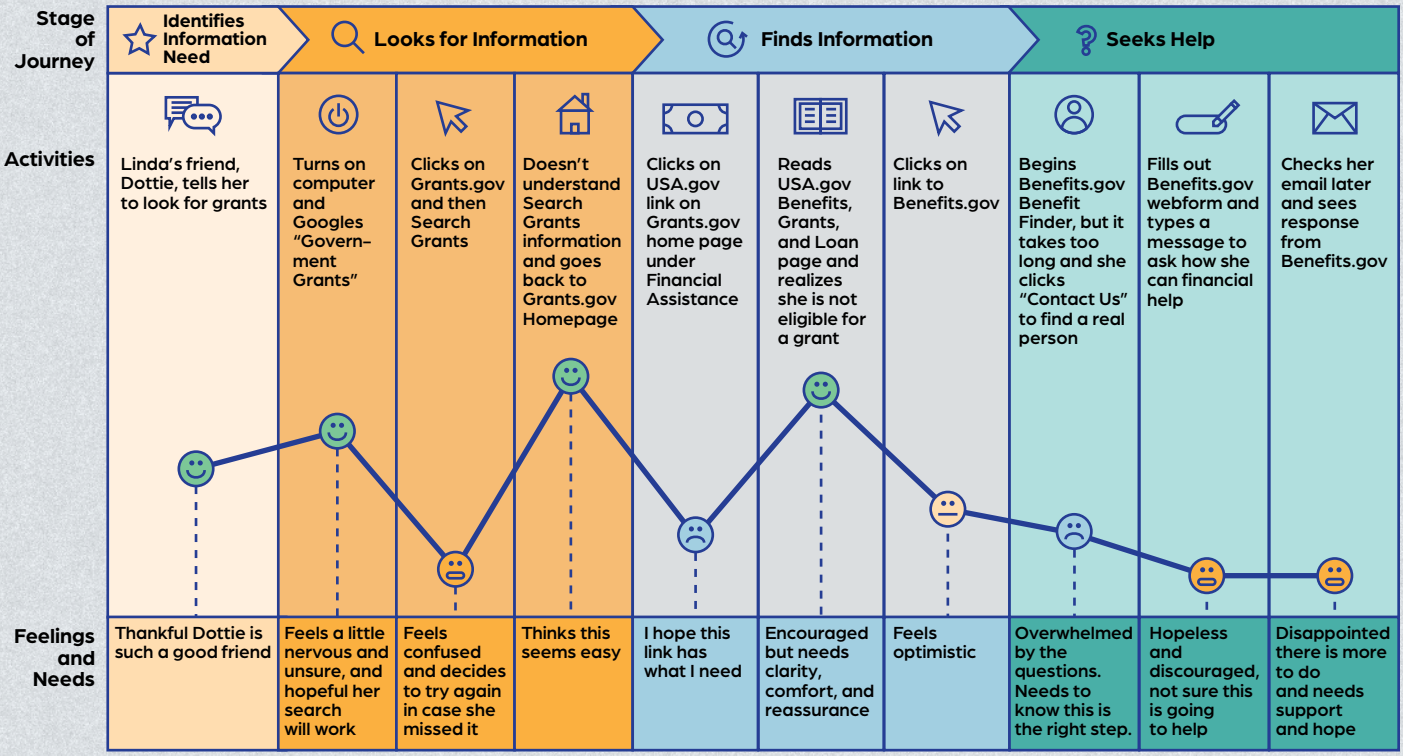
You do not draft journey maps on a whim. They can be very complex, and they always require extensive research into sources such as website analytics and survey data.

How do you create a journey map? There's no single format, but there are guiding principles:

- Maps should be as simple as possible, but still offer all necessary information.
- They should reflect the experience of a user persona that, based on your research, represents a key group of consumers. You may need to create multiple journey maps if there's more than one key group.
- Individual stages of the journey are consolidated into phases — for instance, when someone "looks for information" or "seeks help" — and the phases appear chronologically.
- The maps show various aspects of the consumer experience, such as touchpoints (e.g., phone calls, website interactions and emails), decisions the person makes, and the person's emotions throughout the process.

How do you use journey maps? Because they tell overarching CX stories, agencies can use journey maps to set organizational priorities and allocate resources, identify process improvements and coordinate efforts with stakeholders.

A USA.gov Journey Map That Improved Agency CX



Source: Digital.gov

Improving CX Through Simplicity and Security

An interview with Matt Barry, Chief Operating Officer, and Tommy Gardner, Chief Technology Officer, HP Federal

Agencies seeking to improve customer experience face multiple hurdles — some that start long before direct interaction with constituents. "Legacy technology debt, and almost as importantly, legacy IT approaches, are core challenges," said HP Federal's Matt Barry.

Aggravating that is the scarcity of IT talent, which hits government particularly hard. And, Barry said, government systems tend to grow more complex, although simplicity would improve internal processes and constituent experiences.

"The problem really stems from an attitude that says, 'Hey, it worked yesterday, I'm sure it'll work again today,'" agreed Tommy Gardner, also of HP Federal.

Good Security Is Good CX

Because improved employee experience leads to improved customer experience (CX), making things work easily is essential.

That's especially true of security. "People shouldn't have to think about security when they're doing their jobs. They need security that's just on and just works," Barry said.

An example is HP's Sure Click Enterprise, he explained. It keeps applications safe by putting each into its own local virtual machine container, isolating the computer from any potential malware. When the user leaves a webpage or document, the container closes, and the malware disappears with it. All this is transparent to the user and happens without interrupting the workflow. "There are literally billions of datapoints of sessions being closed out safely where there could have been an incident," Barry said.

"If you're compromised, your ability to deliver against your mission is dead in the water," he added. "What you're protecting is the ability of the agency to serve its customers."

Make the Right Decisions

When innovating, keep CX top-of-mind or you won't achieve it, Barry said. "It's inherent in the phrase itself — customer experience. If you're focused on speeds and feeds and technical specifications, you'll miss the mark."

Since employee experience is the driver of customer experience, think about the type of experiences you want both groups to have — consistent, secure and productive.

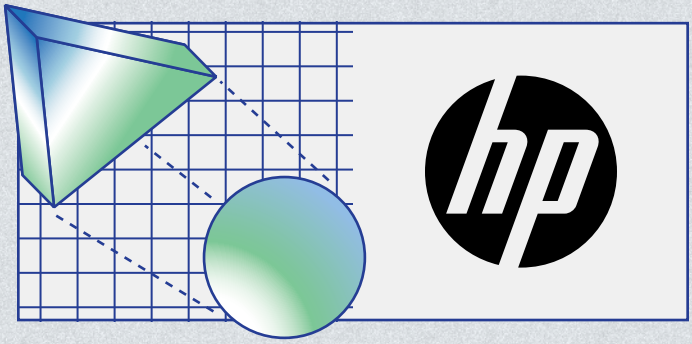
Of course, you must consider budget, too. "Customer experience is defined by money," Gardner said, "as most experiences are." Agencies naturally allocate their funds to the biggest risks, but that often leaves others unaddressed. "Most organizations have more unacceptable risk than they've got money for," he said. "So you're trying to find the best use for your dollar."

Solutions That Cover the Bases

One way to cope with the tension between funding and function is to find products that do more for you. Offloading non-mission tasks to vendors and products frees teams to concentrate on constituents.

"There are so many things we do," Barry said, "to help bring capacity online that can be redirected to an agency's mission."

The key, Gardner said, is communication. "The best thing we can do is form communication links between our team and the agency team."



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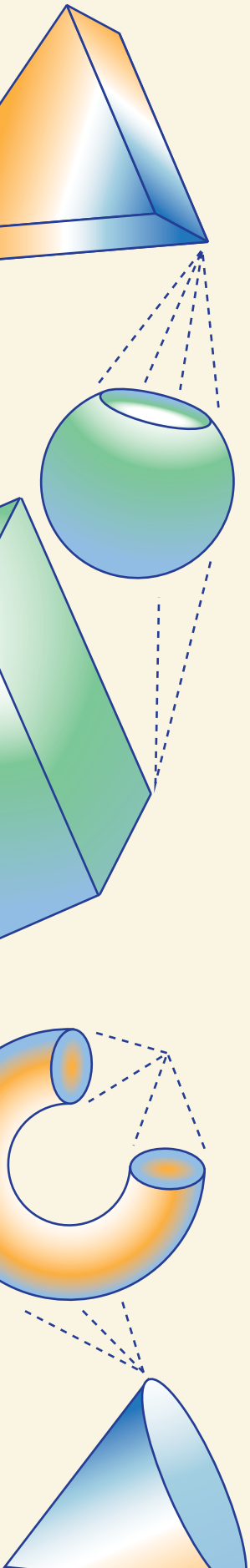
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Case Study

Indiana BMV Builds on Three Pillars to Drive up CX



When Mitch Daniels took office as Indiana's Governor in 2005, one of the top items on his agenda was reforming the Bureau of Motor Vehicles (BMV).

At the time, the average visit to a BMV office lasted 30 minutes, but Daniels knew that it often took (and felt) much longer.

"I used to say that people went to an Indiana Bureau of Motor Vehicles office with a box lunch and a copy of 'War and Peace' and hoped not to finish both of them before somebody noticed they were there," Daniels said in a 2015 interview with Reason magazine.

In 2019, the average visit time was 13 minutes, 4 seconds. The number jumped in 2020 and 2021 (the most recent year for which stats are available), first because of COVID restrictions and then staffing shortages. Still, 50% of transactions were completed in less than 15 minutes, according to the bureau's 2021 annual report (the most recent report available).

Residents have noticed.

"Daniels revolutionized the state's approach to its BMV, and just a few years later, an agency that had been almost universally despised enjoyed a customer satisfaction rating of 95.9 percent" in 2008, according to a study by the Sagamore Institute.

That work has continued unabated since Daniels left office in 2013, and the rating now sits at 98%, according to the 2021 annual report.

Indiana's success reflects the complex discipline of CX and is built on three pillars: people, processes and technology. Here is how they did it.

Processes: Buying Into a Retail Model

Daniels' goal, according to the Sagamore Institute, "was to transform the BMV into a full-service retail experience." In fact, the effort was led by a former sporting goods executive, who put together a customer service management team.

Initial changes included:

- Tracking customer visit time from entry to exit, not just the time waiting in line
- Revamping call center systems and processes (an effort led by someone who had developed a system for Columbia House, a mail-order music business)
- Designing a new process for handling mail-in registration
- Creating a merit pay system based on cash management

Daniels' team also figured out that the state was charging too much for online registrations, essentially disincentivizing online transactions. "The team cut the online prices $5.00 below those of a visit to a branch, and online volume shot up," the institute found.

People: Adopting a Customer-centric Mindset

A 2021 study by Deloitte notes a close link between employee engagement and customer satisfaction, citing the Indiana BMV contact center as an example.

When Justin Davis joined the BMV in 2017 as Contact Center Director, the employee attrition rate there was almost 200% per year, while customer satisfaction ratings were sinking. The bureau found that unhappy employees tended to provide poorer service, using negative language or rushing to end calls. From a constituent perspective, such behavior diminishes trust in government as a whole, Deloitte found.

Davis, now the BMV IT Director, said they identified three ways to improve the employee experience:

- Streamline the scheduling process
- Offer more breaks
- Improve training

In an interview with MOVE, the magazine of the American Association of Motor Vehicles Administrators, Davis said creating a better work environment made it easier to train employees to work more effectively with customers.

In 2018, the bureau made a big training push, updating curricula and ensuring that all employees received training in their first two weeks on the job, according to the BMV's 2018 annual report.

Technology: Connecting With Customers

The only thing more frustrating than waiting in a long line to accomplish a simple task is having to take time off from work to do it. That's why the BMV Connect program has been so successful.

BMV Connect is a self-service kiosk that is accessible around the clock for people looking to conduct routine transactions, much like an ATM. To access services, customers simply scan their driver's license and swipe their credit card.

Customers can conduct more than a dozen transactions, from getting or renewing vehicle registrations and printing decals to renewing a driver's license and replacing an ID card. Although numerous services are available through the myBMV website, the kiosks provide state-of-the-art technology, including quality printing.

Kiosks are located in branch office lobbies and at select Kroger grocery stores. In its first full year, the program handled 98,000 transactions. In 2021, the program exceeded 850,000, according to the 2021 annual report. All told, 43% of BMV transactions in 2021 were performed using either the myBMV website or BMV self-service kiosks.

Residents will need to find other times and places to work their way through "War and Peace."

An Indiana BMV CX Timeline

1997
Indiana launches BMV website, enabling residents to renew license plates online.

2005
Gov. Mitch Daniels takes office, begins efforts to reform BMV.

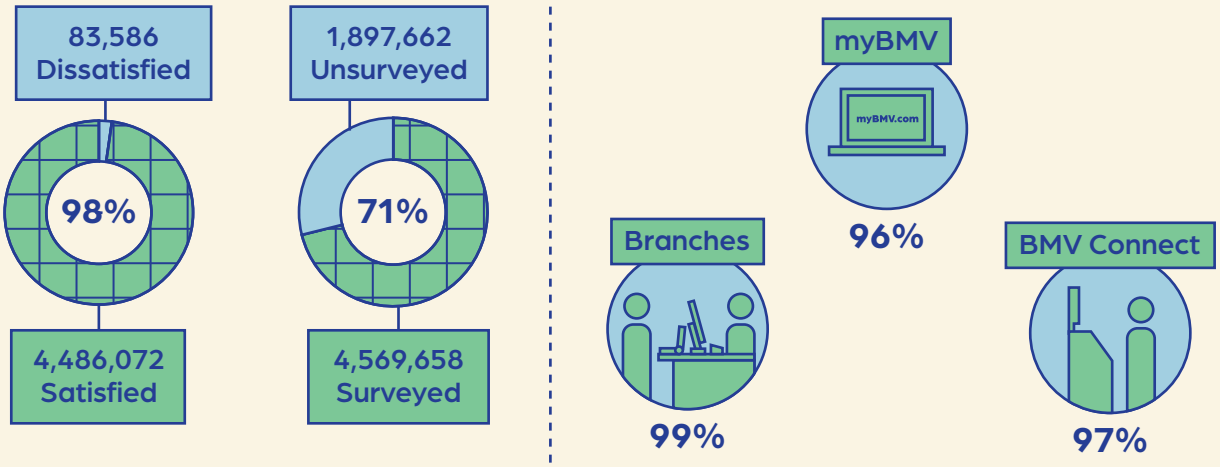
2015
BMV Connect kiosks debut.

2017
Indiana opens BMV Connect Center, a self-service facility in Fort Wayne with multiple kiosks.

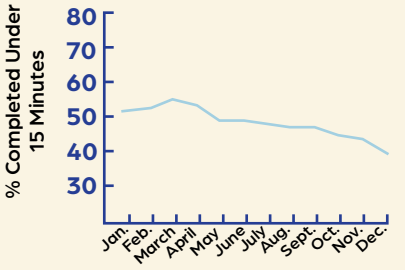
2019
Select Kroger stores install BMV Connect kiosks.

2021 Customer Satisfaction Metrics

Customer Satisfaction YTD

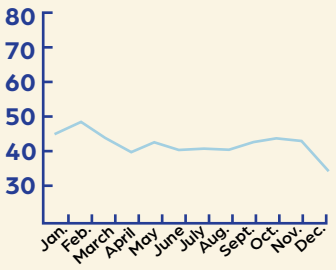


Real ID Conversions



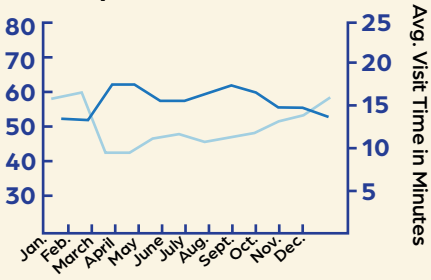
In 2021, the Real ID conversion rate averaged 49%. At year end, 69% of eligible Hoosiers were Real ID-compliant.

Out of Branch Transactions



Use of the myBMV transaction website and the BMV Connect kiosks continues to drive growth in out of branch transactions. 43% of all transactions in 2021 were performed outside of a branch.

Branch Experience Time



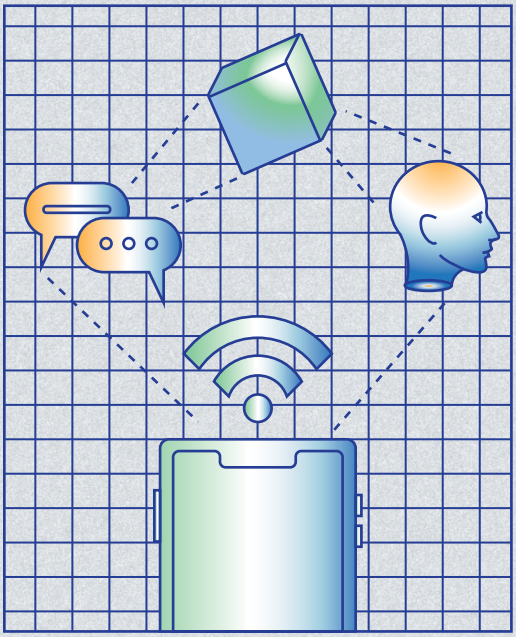
Despite operational challenges created by unprecedented staffing shortages, the branch experience time averaged 18:45 in 2021, with 50% of transactions completed in less than 15 minutes.

Source: Indiana BMV 2021 Annual Report

Choosing Tech for CX Improvement

The choice of a new platform, app or automation must be driven by the value for constituents and how well-suited the new technology is to their abilities and needs.

As you analyze the issues your CX upgrade will address, think about your constituents' everyday lived experiences. What can they use, based on the technology and connectivity they have? Consider the entire population, not only those with access to state-of-the-art technology.



Good CX principles focus on demonstrating empathy, recognizing needs, incorporating customer feedback and measuring outcomes. What if constituents could find it easier to renew a permit than to download music or look up directions? It's entirely possible.

Consider your employees, too: How will these tools affect their work and improve their ability to provide services? When a team understands the capabilities you're seeking, they'll be more invested in the CX transformation and in evaluating the new products.

You'll need to manage the timeline carefully, with a testing and evaluation phase, a transition time — when the old format is still available — and, of course, an implementation date. Also, consider the long timeline: How long do you expect the new technology to serve your constituents' needs?

To tell users about changes, include an FAQ about the new platform that addresses its features and advantages and information about when the old platform will become unavailable. Provide reassurance that human support will be on hand.

To get your imagination moving, consider digital CX implementations from a few agencies:

- Platforms where the public reports non-emergency problems on the road and where they can see real-time responses
- Revamped chatbots that demonstrate values related to diversity, equity, inclusion and accessibility, including gender neutrality
- Multichannel coordination tools
- Structural links between platforms so they can work together
- Replacing paper processes with online forms
- Virtual assistants that facilitate cohesive self-service
- User-friendly online submission forms for requests and feedback

The following worksheet can help you with your CX journey. Identify your improvement area; select the type of technology you need; make your decision to buy, build or adapt; and review tips for choosing a vendor.

Worksheet

Making Choices About Your CX Upgrade

What do you need to improve?

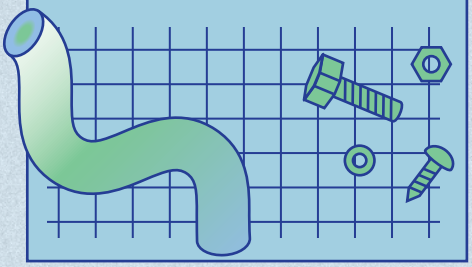
- Human-centeredness
- Wait time
- Availability of information
- Regularly scheduled information releases
- Agency responsiveness
- Platform accessibility
- Platform inclusivity
- Data shareability
- Something else

What do you need to acquire or revamp?

- Responsive and informative website
- Digital forms process
- Feedback channels
- Virtual assistant or chatbot
- Automated weekly or monthly email
- Reporting platform, with maps
- Community forums
- Meeting platforms
- Analytical tools
- Something else

Buy if...

- There is a product that performs the function you need, and it's within your budget



Adapt if...

- You have or can buy products that will work together to perform the task you need better than any single product that is available
- You have a staff member who can make adaptations, or the funds to hire someone to do so

Build if...

- There is no product that performs the task you need, and no two products can be linked to perform that task
- Your staff or budget includes an app or platform designer who can build the necessary product
- Your timeline can accommodate a building stage

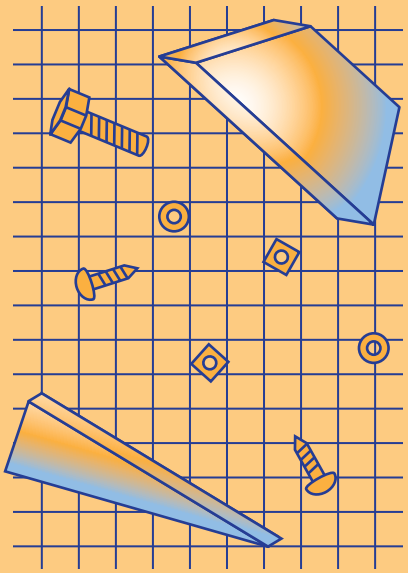
In Selecting a Vendor

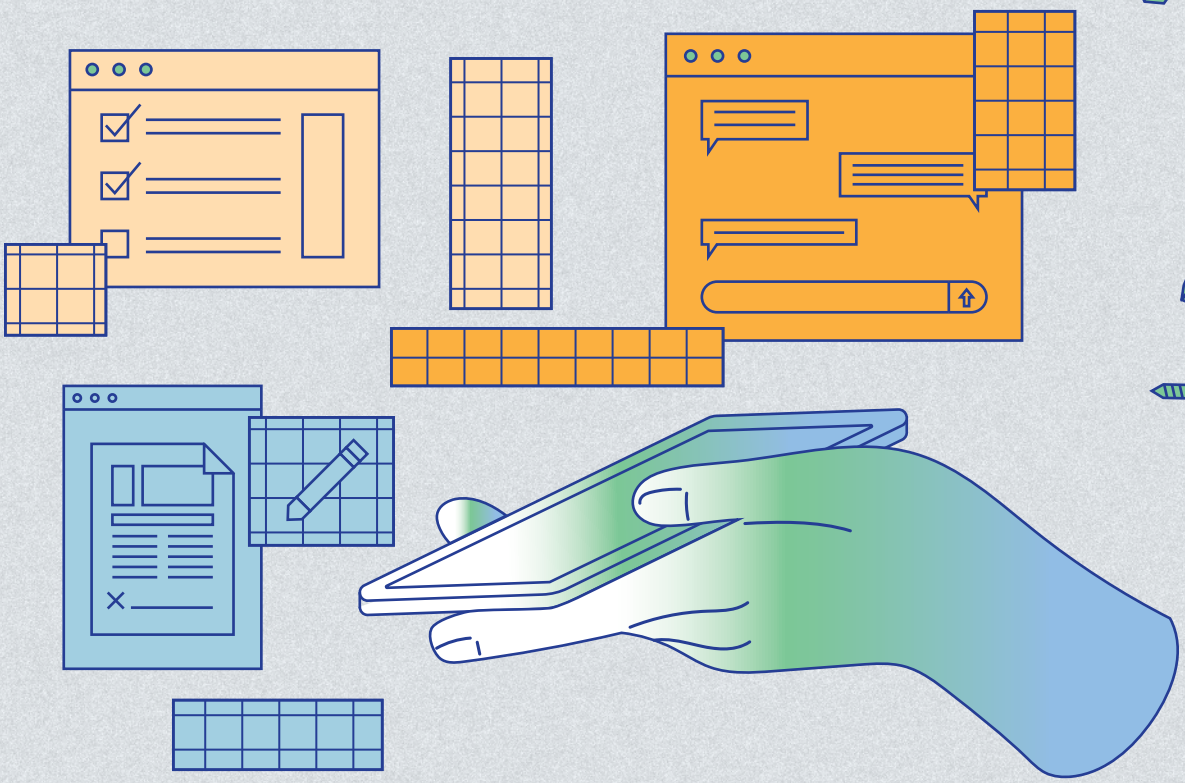
Look for:

- Human-centered, tailored design practices
- Dexterity in quantitative and qualitative customer feedback
- Experience with journey maps, service blueprints, personas, data visualizations and customer stories
- Ability to work with multiple channels or touchpoints

Reject:

- Pre-packaged, inflexible products that don't consider user needs
- An inability to measure CX
- Missing problem/opportunity framing and case studies
- Narrow focus on digital tools or touchpoints





Self-Service Can Be the Best Service

Taking care of something yourself is empowering.

When an agency finds a way to enable self-service, it not only preserves personnel resources, it also gives the gift of empowering the user. Research has revealed that 60% of constituents strongly prefer digital points of contact rather than contact by phone or in person, which makes digital services and products essential to providing good service.

For some users, maybe it's just the relief of avoiding a social interaction to pay a fee or complete a form. Perhaps it also gives users a sense of ownership over the process, and that's motivating.

For others, self-service means being able to accomplish a necessary civic task at any time of day or day of the week, so they don't have to interrupt their work hours. Skipping a phone call saves people a precious resource — time. Eliminating an in-person task also saves money spent on transit.

Who wouldn't love an agency that gives time and money back to citizens? And puts them in the driver's seat!

Building CX on the Front Lines

Government workers who interact directly with the public give customers their first impression of not only that transaction, but the agency as a whole. To make that impression a good one, frontline workers must have the right support. And it comes in ways that aren't always obvious.

Training

Ensure that employees at all levels have a common baseline definition of CX, and then break out what that means for their job. Once they understand the concept of CX, make sure they know how to put it into action. For instance, provide boilerplate language that enables workers to give consistent information.

Improving Employees' Experience

Research shows that happy workers provide better customer service. Consider this: Within two years of making CX a top priority, the Veterans Affairs Department in 2020 saw veteran trust in VA health care hit more than 90% for the first time. Specifically, VA used 5.7 million real-time responses from 66 customer feedback surveys to guide improvements such as a new electronic health record system.

Recognition

If you see something, say something. Recognizing examples of solid CX reinforces the positive behavior for the employees doing it and incentivizes others. This can be in the form of a monetary gift, but it doesn't have to be — "a simple 'thank you' can go a long way," according to Digital.gov's CX toolkit.

Feedback

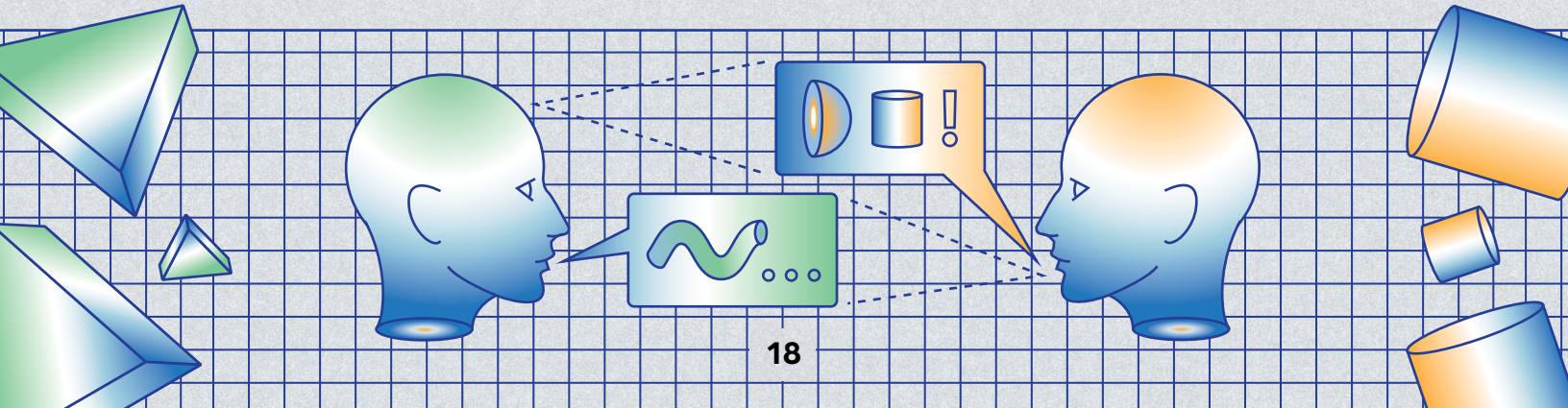
Use data to provide objective feedback by measuring CX performance against standards based on GS level. And remember: Feedback works best in a loop. Open the door for employees to express their opinions, too — and not only once a year as part of the Federal Employee Viewpoint Survey (FEVS).

Diversification

When customers reach out to your agency and connect with someone who reflects how they see themselves, that boosts their experience. For instance, if a customer's first language is Spanish, they'll find their interaction smoother if they can converse with someone who's also fluent. What's more, a diverse workforce brings diverse ideas to the workplace, which connects to improving employees' experience.

Making Jobs Easier

Chatbots are one relatively easy-to-implement technology that can make a big difference for employees and customers. The 2021 EO on CX calls out chat as a way for customers to get information they need themselves. This lets employees focus on complicated customer requests rather than just repeatedly sharing, say, the agency's hours of operation.



Worksheet

Do You Foster a Culture of CX?

Use this as a guide for how to prepare frontline employees to deliver better CX.

1 Do some self-evaluation

How well do workers' skill sets match their job requirements?

Remember: "Employees who like their work, feel that their talent is being used well, and consider their work to be important, tend to put agencies in a better position to build public trust." — Deloitte Insights

How well do their skill sets align with the agency mission?

Remember: "Employee skills–mission match is the most important engagement parameter." — Deloitte Insights

How well do employees get along with one another and with managers?

Remember: "Organizations that promote teamwork and support diversity have been shown to be more innovative, in general, than their counterparts, and could therefore deliver the mission more effectively." – Deloitte Insights

2 Set clear expectations for what CX means:

Have you published an agencywide definition of CX to get everyone on the same page?

Get inspiration from Digital.gov: "Customer Experience (CX) is defined as the sum of all experiences a customer has with your organization."

Have you refined and explained what CX looks like for each type of worker?

Pro tip: See how GSA breaks down roles and expectations.

Do employees have a voice in how they want to approach CX?

Write it out: Performance.gov has a template you can adapt.



3 Measure, monitor and adapt

What data will help you understand whether you're making an impact?

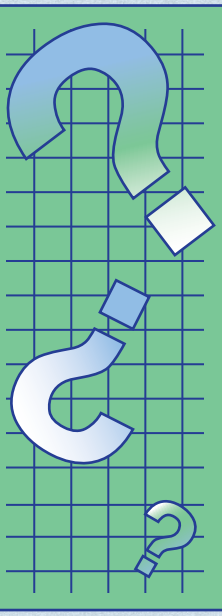
Safety in numbers: Use experience data (how customers feel) and operational data (the number of customers at risk if action isn't taken). — Qualtrics XM Institute

Once you've analyzed the data, how can it inform next steps?

Let it flow: "Build a pipeline where customer data leads to customer strategy which leads to continuous development of services." — GSA CX Maturity Model

How can you keep up with CX as pain points and personal preferences change?

Practice what you preach: Turn surveys inward to gauge employee experience. Find inspiration in the Federal Work-Life Survey, FEVS or state employee engagement surveys like Washington's.



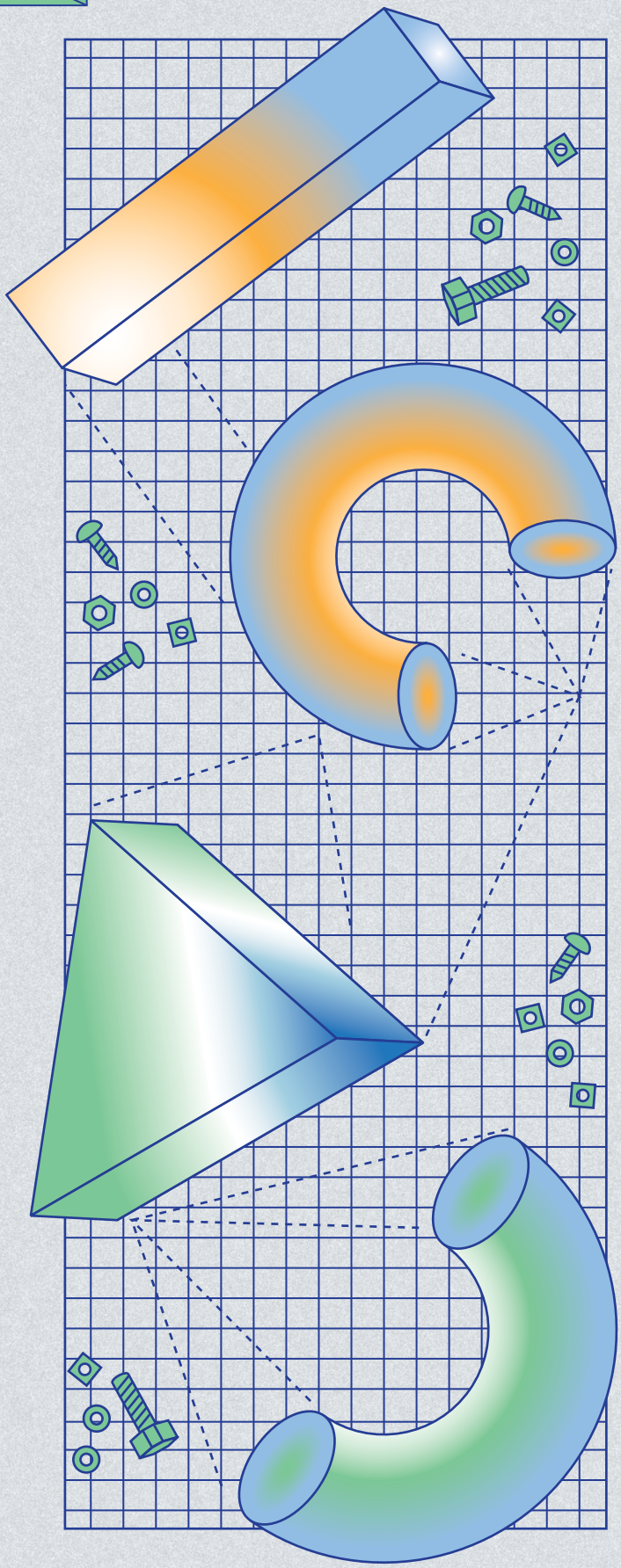
3 Strategies to Improve CX When You're not a Manager

CX plans typically come from the top down, but by their very nature, they should encourage employees at all levels to contribute. In fact, that should be a goal of the White House, Office of Personnel Management and the agency CX community, according to a December 2022 report by the Partnership for Public Service. They "should further professionalize the customer experience career field and embed customer focus into other occupations, to include establishing career paths that encourage public servants to get experience across the many channels customers use and creating opportunities to help people develop user experience, design, digital, communications and policy skills," the report states.

For now, here are three ways you can embrace CX efforts no matter your role.

- **Listen.** Sounds obvious, right? But effective listening is a skill that requires you to be open to positive and negative feedback — and can help you calm particularly irate customers. A GovLoop article provides timeless tips on doing this, such as asking clarifying, open-ended questions; summarizing the speaker's point to ensure you understand it; and considering their perspective.
- **Enroll in a training program.** Digital.gov has a YouTube playlist with 16 videos on CX, including case studies and how-tos, and the Small Business Administration has brief videos totaling 26 minutes as part of its "Understanding Your Customer" course.
- **Evangelize CX at your agency.** Talk to coworkers and managers about why you think CX is important, how you carry it out and what would make doing that easier for you. Arrange regular meetings with supervisors to provide "'frontline feedback' designed to collect feedback around critical interactions between employees and customers," according to the XM Institute.

Resources



There's a wealth of resources out there for agencies looking to up their CX game. Here are some of the best.

The Basics

Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government

The President's Management Agenda

Office of Management and Budget Circular A11, Section 280

Guides and Toolkits

Customer Experience Cookbook, VA Office of Veterans Experience

Customer Experience (CX) Maturity Model, GSA CX CoE

Customer Experience Playbook, GSA CX CoE

Customer Experience Toolkit, Digital.gov

CX Guides, DHS

Government for the People, Partnership for Public Service

Measuring and Justifying the Government Experience, Department of the Interior

Resources on Customer Experience, Digital.gov

For More Information and Assistance

GSA CX CoE

GSA Office of Customer Experience

Partnership for Public Service

Performance.gov

US Digital Service

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.

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Authors

Lauren Walker, Senior Staff Writer

John Monroe, Director of Content

Susan Kirby-Smith, Senior Staff Writer

Candace Thorson, Managing Editor

Stephanie Kanowitz, Contributing Writer

Designer

Marc Tom, Junior Graphic Designer