

Cross Agency Priority Goal Quarterly Progress Update

Customer Service

Goal Leaders:

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FY 2016 Quarter 4

Overview

Goal Statement

- Increase public satisfaction and promote positive experiences with the federal government by making it faster and easier for individuals and businesses to complete transactions and receive quality services.

Urgency

- Individuals and businesses expect government services to be well-designed, efficient, and generally comparable to the services they receive from leading private sector organizations.
- Despite some important strides to improve customer service over the past 15 years, many federal government services fail to meet the expectations of the public, creating unnecessary hassle and cost for citizens, businesses, and the government itself.

Vision

- Create measureable increases in timeliness and quality for top transactions, as measured by transaction-specific indicators.
- Create measureable improvements in the public's satisfaction across government, using standard cross-agency measurements.

Progress Updates

Core Federal Services Council

- The [Core Federal Services Council](#) (CFSC) serves as a government-wide entity to improve the public's experience with Federal services. The Council is convened by OMB and comprises senior career representatives from 30 major high-volume, high-impact Federal programs. The mission of the Council is to identify challenges that core federal programs face in improving customer service, then share best practices from the public and private sectors to address these challenges and improve the customer experience.
- Since launching on March 30, 2016, the Council program members have completed a customer experience maturity model self-assessment and identified key priority areas for the Council to focus on in the future, including customer understanding, data and measurement, and culture.
- The most recent meeting took place on September 20, 2016 where Council programs focused on the topic of customer understanding. Programs members discussed strategies to better understand the key needs of their customers, identified potential pain points, and analyzed potential customer journeys for each of their programs.

FeedbackUSA

- FeedbackUSA allows citizens to provide quick feedback to federal agencies through a single tap of a kiosk button. The FeedbackUSA program is continuing to take place at 14 Social Security card centers, 10 Veteran's Administration benefits offices, 27 State Department passport processing centers, and 21 Citizenship and Immigration Services field offices.
- The CAP Goal team coordinated with the Core Federal Services Council to identify Federal programs that will potentially participate in FeedbackUSA in fiscal year 2017.

Federal Customer Service Awards

- Agencies submitted nominations to OMB for the 2016 Federal Customer Service Awards program in July. The nominations are currently under review and award winners will be announced in December 2016.

Action Plan for FY 2016-17

Sub-goal	Major Actions to Achieve Impact	Key Indicators
Strategy 1: Improve Top Customer Interactions	<ul style="list-style-type: none"> Identify core Federal service programs that provide significant services to citizens, businesses, and other customers. Establish a council of leaders from major Federal public-facing programs to discuss and develop strategies to improve customer service delivery, share best practices, and receive increased support to address challenges. 	Percentage of core Federal service programs that complete a maturity model self-assessment <i>[baseline data was collected in Q3 FY 16]</i>
Strategy 2: Develop and implement standards, practices, and tools	<ul style="list-style-type: none"> With the guidance of the Community of Practice, develop customer service principles as well as an assessment framework for programs to use to identify strengths and weaknesses in their existing customer service. Identify, develop, and share tools, resources, and best practices to support programs in improving customer service delivery. 	Percentage of core Federal service programs that collect customer feedback data <i>[baseline data was collected in Q4 FY 16]</i>
Strategy 3: Feedback and Transparency	<ul style="list-style-type: none"> Make customer service feedback a standard practice for customer-facing communications. Consider how to increase the use of voluntary customer satisfaction surveys to develop customer service improvements. Increase the transparency of transaction times and satisfaction measures for top customer-facing transactions, and report on customer satisfaction across core customer-facing programs. Leverage the President’s Management Council (PMC) and President’s Management Advisory Board (PMAB) to seek out lessons learned and best practices for increasing stakeholder acceptance of changes to service delivery models. 	Percentage of core Federal service programs that have a strategy to improve customer service <i>[baseline data was collected in Q4 FY 16]</i>
Strategy 4: Focus on the Frontline	<ul style="list-style-type: none"> Continue to recognize excellent customer service through awards programs. Identify ways to promote and improve a customer service culture through the review and analysis of available data sources such as Employee Viewpoint Survey scores. 	Employee Viewpoint Survey engagement scores of core Federal service programs*

* The CAP Goal team is working with the Council to determine if this is an appropriate indicator. We will provide an update in the next quarterly update.

Goal Team and Governance Plan

President's Management Council (PMC)

Core Federal Services Council

Customer Service Community of Practice (COP)
[Includes Denver Regional COP led by Colorado Federal Executive Board]

Oversight and Project Management
 OMB & SSA Goal Leaders and Deputies
 GSA – Office of Executive Councils

Note: This slide has been updated to identify the lead agencies for each of the key strategies.

Strategy 1: Improve Top Customer Interactions

- Core Federal Services Council - GSA

Strategy 2: Develop standards, practices, and tools

- Customer Service Community of Practice - SSA

Strategy 3: Feedback and Transparency

- FeedbackUSA - GSA

Strategy 4: Focus on the Frontline

- Federal Customer Service Awards - OMB

Work Plan - Strategy 1: Improve Top Customer Interactions

Problem being targeted: Major government programs affect large sections of the American public (individuals and businesses). Any gap between existing service levels and customer expectations may create frustration with specific programs and agencies and with the federal government in general. Core customer programs will identify specific customer transactions (which may be refined as data sources are developed). Specific major federal transactions include TSA security screening, veterans’ pension and disability applications, student-loan repayment, Social Security retirement and disability applications, and taxpayer assistance.

Theory of change: Agencies/programs are already working hard to improve services to the public. By jointly developing metrics and self-assessment tools and regularly reviewing progress, program managers with senior-level support can share best practices across government to improve key programs.

Milestone Summary

Key Milestones	Milestone Due Date	Milestone status	Owner
Convene initial meeting of the Core Federal Services Council	Q3 FY16	Complete	OMB
Core Federal service programs conduct self-assessment (using resources such as Customer Service Playbook and Maturity Model) and develop strategies to improve customer service	Q3 FY16	Complete	OMB
Identify the percentage of core Federal service programs that collect customer feedback data	Q4 FY16	Complete	OMB
Identify the percentage of core Federal service programs that have a strategy to improve customer service	Q4 FY16	Complete	OMB
Identify options for long-term support for the Council	Q4 FY 16	Complete	OMB
Identify priority areas that Core Federal service programs will focus on at future quarterly meetings	Q4 FY 16	Complete	OMB
Begin providing professional services support to Council programs	Q2 FY 17	On Track	GSA

Work Plan - Strategy 2:

Develop and implement standards, practices, and tools

Problem being targeted: Fragmentation and silos have made it difficult to establish customer service standards and initiatives within and across agencies, and there are few mechanisms for collaboration and sharing best practices.

Theory of change: Establishing a community of practice across agencies and clarifying who is responsible for customer service will help establish an infrastructure to improve coordination and develop sustained change over time. This capacity will be used to develop standards, practices and tools that can be implemented by agencies over time.

Milestone Summary

Key Milestones	Milestone Due Date	Milestone status	Owner
Conduct a year-end review of RCoP pilot to determine appropriate next steps	Q2 FY16	Complete	SSA/COP
Develop plan for federal customer service-focused collaboration platform	Q2 FY16	Complete	SSA/COP
Develop plan for Customer Service Playbook and Maturity Model	Q2 FY16	Complete	OMB/COP
Collect feedback from Community of Practice on Customer Service Playbook, Maturity Model, and related resources	Q2 FY16	Complete	SSA/COP
Pilot and evaluate Maturity Model with core Federal service programs	Q3 FY16	Complete	OMB/COP
Disseminate and share Maturity Model with a wider audience	Q4 FY16	Complete	OMB/COP
Identify and determine long-term support structure options for Community of Practice	Q1 FY17	On Track	SSA/COP
Determine and define the Community of Practice's role moving forward	Q1 FY17	On Track	SSA/COP
Launch federal customer service-focused collaboration platform*	TBD	Not Started	SSA/COP

* The CAP Goal team is working with the Council to determine if this is an appropriate indicator. We will provide an update in the next quarterly update.

Work Plan - Strategy 3: Feedback and Transparency

Problem being targeted: There is insufficient data available to identify government’s major customer service challenges or to diagnose problem areas, and often limited transparency into the quality and timeliness of specific services.

Theory of change: Data can be used to target improvement efforts at both the government-wide an agency level, and can provide diagnostic information for use at a program-level. In addition, improved transparency would help citizens set expectations and hold government accountable for improvements.

Milestone Summary

Key Milestones	Milestone Due Date	Milestone status	Owner
Conduct mid-point assessment of customer feedback pilot effectiveness	Q2 FY16	Complete	OMB/SSA
Identify initial priorities and topics to focus on with the core Federal service programs	Q3 FY16	Complete	OMB
Identify the percentage of core Federal service programs that have a plan to improve customer service	Q4 FY16	Complete	OMB
Assess results of customer feedback pilot	Q4 FY16	Complete	OMB/SSA
Develop appropriate policy tool for full implementation (e.g., Executive Order, OMB guidance)*	Q4 FY16	Not Started	OMB
Expand customer feedback pilot to a broader set of core Federal service programs	Q4 FY16 Q1 FY17**	On Track	OMB
Conduct mid-point assessment of Year 2 of the pilot	Q2 FY17	Not Started	OMB/SSA
Assess results of Year 2 of the customer feedback pilot	Q4 FY17	Not Started	OMB/SSA

* The CAP Goal team has decided not to pursue a policy tool for full implementation of FeedbackUSA and instead redirect and prioritize resources to provide more support for Core Federal Services Council programs.

** The CAP Goal team has decided to wait until the new fiscal year to expand the pilot to additional programs.

Work Plan - Strategy 4: Focus on the Frontline

Problem being targeted: Too often customer service does not feel like a priority to front-line staff and, in some cases, staff that work directly with citizens feel undervalued. Further, an insufficiently trained front-line staff can complicate efforts to improve customer service.

Theory of change: Agency executives are able to communicate to agency staff that this is a priority area for the Administration. This will be reinforced by the creation of awards programs which incentivize improvement across programs. In addition, engaging the COP to focus on workforce issues will provide agencies with tools to make improvements.

Milestone Summary

Key Milestones	Milestone Due Date	Milestone status	Owner
First award recipients announced	Q1 FY16	Complete	OMB
Identify lessons learned from first year of award process and share with CoP members for comments	Q1 FY16	Complete	SSA
Announce and issue guidance on second annual customer service awards	Q3 FY16	Complete	OMB
Identify governance structure for award program beyond CAP Goal	Q4 FY16	Complete	SSA/OMB
Announce award recipients of second annual customer service awards	Q1 FY17	On Track	OMB
Review Employee Viewpoint Survey data of core Federal service programs	Q2 FY17*	On Track	OMB
Announce and issue guidance on third annual customer service awards	Q3 FY17	Not Started	OMB

* The CAP Goal team is working with the Council to determine if this is an appropriate indicator. We will provide an update in the next quarterly update.

Key Indicators

Indicator	Status	Data
Percentage of core Federal service programs that complete a maturity model self-assessment	Complete – Baseline data was collected in Q3 FY 16	<u>Baseline (Q3 FY 16): 96.7%</u>
Percentage of core Federal service programs that collect customer feedback data	Complete – Baseline data was collected in Q4 FY 16	<u>Baseline (Q4 FY 16): 86.2%</u>
Percentage of core Federal service programs that have a strategy to improve customer service	Complete – Baseline data was collected in Q4 FY 16	<u>Baseline (Q4 FY 16): 82.8%</u>
Employee Viewpoint Survey engagement scores of core Federal service programs**	Not Started	N/A

* The CAP Goal team is working with the Council to determine if this is an appropriate indicator. We will provide an update in the next quarterly update.

Contributing Agencies and Programs*

Department of Agriculture

- Office of the Secretary

Department of Commerce

- BusinessUSA.Gov
- Office of the Chief Financial Officer
- Office of Policy and Strategic Planning

Department of Education

- Federal Student Aid

Department of Health and Human Services

- Centers for Medicare and Medicaid Services

Department of Homeland Security

- Citizenship and Immigration Services
- Office of Program Analysis and Evaluation
- Transportation Security Administration

Department of Housing and Urban Development

- Office of Strategic Planning and Management

Department of the Interior

- Bureau of Indian Affairs s/b Office of the Special Trustee for American Indians
- Bureau of Land Management
- Federal Consulting Group
- Fish and Wildlife Service
- National Park Services
- US Geological Survey

Department of Labor

- Bureau of Labor Statistics
- Customer Service Program Office

Department of State

- Office of Passport Management
- Office of Performance Improvement

Department of the Treasury

- Office of Online Services

Department of Veterans Affairs

- Office of Performance Management
- Veterans Relationship Management Office

General Services Administration

- Office of Citizen Services and Innovative Technology

Office of Management and Budget

- Office of EGov
- Office of Information and Regulatory Affairs
- Performance and Personnel Management

Office of Personnel Management

- Office of Retirement Services

Small Business Administration

- Office of Field Operations

Social Security Administration

- Office of Operations
- Office of Disability Adjudication and Review

* This list represents programs that contributed to the development of the Customer Service CAP Goal. This list does not represent the members of the Core Federal Services Council.

Members of Core Federal Services Council

Department of Agriculture

- U.S. Forest Service
- Farm Service Agency
- Natural Resources Conservation Service

Department of Commerce

- Patent Approvals, U.S. Patent and Trademark Office
- Trademark Registration, U.S. Patent and Trademark Office

Department of Education

- Student Financial Aid, Federal Student Aid

Department of Health and Human Services

- Health Insurance Marketplace, Centers for Medicare & Medicaid Services
- Medicare, Centers for Medicare & Medicaid Services

Department of Homeland Security

- Airport Security Screening, Transportation Security Administration
- Immigration and Customs Inspections, U.S. Customs and Border Protection
- Citizenship and Immigration Services
- Emergency and Disaster Relief, Federal Emergency Management Authority

Department of Housing and Urban Development

- FHA Single Family Loans and Resource Center

Department of the Interior

- Trust Beneficiary Call Center, Office of the Special Trustee for American Indians
- Visitor Services, U.S. Fish and Wildlife Service

Department of Labor

- Occupational Safety & Health Administration
- Workers' compensation programs, Office of Worker Compensation Programs

Department of State

- Passport Issuance & Processing, Passport Services Office, Bureau of Consular Affairs

Department of the Treasury

- Online services, Internal Revenue Service

Department of Veterans Affairs

- Veterans Health Care Benefits, Veterans Health Administration
- Veterans Pension Benefits & Veterans Disability Benefits through the Veterans Benefits Administration and the Veterans' Experience

National Archives and Records Administration

Office of Personnel Management

- Federal Employment Services, USAJobs
- Retirement Services

Small Business Administration

- Field Operations, Small Business Administration

Social Security Administration

- Social Security Card Issuance/Processing, Office of Operations
- Social Security Retirement Benefits, Office of Operations
- Social Security Disability Benefits, Office of Disability and Adjudication Services

Interagency Initiatives

- Federal Recreation Council
- Recreation.gov

Acronyms

- **CAP – Cross Agency Priority**
- **CFSC or Council – Core Federal Services Council**
- **CoP – Community of Practice**
- **EVS – Employee Viewpoint Survey**
- **GSA – General Services Administration**
- **IT – Information Technology**
- **OMB – Office of Budget Management**
- **PMAB – President's Management Advisory Board**
- **PMC – President's Management Council**
- **RCoP – Regional Community of Practice**
- **SSA – Social Security Administration**
- **TSA – Transportation Security Administration**
- **USCIS – U.S. Citizenship and Immigration Services**
- **VA – Veteran's Administration**