



## Measuring customer experience (CX) in government

Empowering government executives to listen and act on the customer's behalf

### It's time to get ready.

By February 28, 2019, twenty-five Federal entities designated as "High Impact Service Providers" (HISPs) by the Office of Management and Budget (OMB) will be required to submit data measuring the quality of their organizations' customer experiences against seven key indicators. This will be the first among a series of requirements outlined in OMB Circular A-11, Section 280, which supports the President's Management Agenda goal of improving customer experience (CX) with federal services.<sup>1</sup> A new wave of CX opportunity is coming.

### Is your organization ready?

### Welcome to a new age.

A renaissance is underway in government, putting customer and citizen experience at the core of public service. Government leaders are embracing CX as a means to accomplish a diverse set of mission objectives, including improved customer service, regulatory compliance, and reduced costs. With the right strategies, talent, digital tools, and training, the delivery of world-class, highly-personalized customer and citizen experiences is within reach.

### When an agency listens to its customers, its reputation and mission can reap the benefits.

CX measurement enables an organization to understand and serve its customers more effectively. Deloitte's proven CX measurement methodology has empowered Federal agencies to harness customer feedback and operational data to improve customer experience and operating efficiency. A robust CX measurement program provides leaders with the knowledge, tools, and data needed to create customer-centric organizations, drive real-time improvements, and develop long-term strategies that help build trust and drive stronger mission outcomes.



### Key OMB CX measurement deadlines

#### February 28<sup>th</sup> 2019

Submit first quarterly dashboard to OMB with the organization's CX scores based on seven key customer survey questions measuring:

1. Satisfaction
2. Confidence/Trust
3. Quality
4. Ease/Simplicity
5. Efficiency/Speed
6. Equity/Transparency
7. Employee Interactions

#### June 30<sup>th</sup> 2019

Complete first annual CX program maturity self-assessment using OMB's CX scorecard and create and submit a CX action plan

<sup>1</sup> OMB Circular A-11 (2018), Section 280, <https://www.whitehouse.gov/wp-content/uploads/2018/06/s280.pdf>

### Deloitte's CX measurement methodology

We believe that to build an effective, intelligent customer experience strategy, leaders must be able to measure the current customer experience, spot when challenges arise, and assess the impact of customer-centric initiatives. That's what Deloitte provides through our CX measurement services. We provide the full range of strategic, operational, and technology solutions to help government organizations capture the voice of the customer where it matters most, understand the key drivers of the customer experience, and activate the organization to deliver improvements.

A robust CX measurement program starts and ends with the customer. We help clients establish cross-channel platforms to aggregate customer data and produce meaningful insights that empower executives, managers, and the front line to make day-to-day decisions informed by customer needs.



## Proven success with federal clients

### Implementing a Real-Time Feedback Program at the Department of Veterans Affairs (VA)

Deloitte collaborated with Halfaker and Associates, a service-disabled, Veteran-owned, woman-owned, small technology solutions provider, and Medallia, a CX management software provider, to transform how VA measures, collects, and acts upon Veteran and employee feedback through the Veteran Oriented Interactive Customer Evaluation (VOICE) program. We worked closely with VA leadership to weave the Veteran voice into the agency's operations and service delivery through the collection of survey data that is used to transform the Veteran experience. VOICE aggregates, analyzes, and displays survey and comment responses via interactive dashboards, enabling VA leadership to drive service improvement actions for 300,000 employees and 9 million veterans.<sup>2</sup>

<sup>2</sup> PR Newswire, August 16, 2018, <https://www.prnewswire.com/news-releases/award-winning-real-time-feedback-program-delivers-better-patient-engagement-to-the-department-of-veterans-affairs-va-300698108.html>

## How can Deloitte help?

As part of our full range of CX services designed specifically for government clients, Deloitte has created CX measurement labs to support government leaders and managers in navigating their way through the rapidly-evolving CX landscape.

Deloitte delivers two types of complementary lab experiences that address the distinct challenges and opportunities associated with measuring customer experience in government.

In the labs, participants are guided through custom-designed activities by professional facilitators and subject matter specialists with deep understanding of both the federal government and industry-leading CX practices.



### OMB 280 Ready lab

The **“OMB 280 Ready” lab is targeted at achieving rapid compliance with OMB Circular A-11, Section 280** and is designed to equip leaders to develop an action plan and meet the specified requirements by the February and June 2019 deadlines. Through the lab, executives will answer key questions such as:

- What do you need to do to meet the requirements of OMB Circular A-11?
- What actions can you take to help improve your CX program?
- What are your current CX capabilities according to the maturity self-assessment?
- How does your action plan align with your organization’s overall CX strategy and mission?



### Build Your CX Capabilities lab

The **“Build Your CX Capabilities” lab focuses on developing more expansive customer experience measurement capabilities at your organization.** It is designed to help government executives activate their organization to build the necessary organizational capabilities to understand their customers, manage customer experience, and improve service delivery. This lab addresses questions such as:

- What do your customers think and say about your agency?
- How can you prioritize your CX efforts to identify and achieve quick wins?
- What impact can CX Measurement have on your organization?
- What is your core message and how can you deliver it most effectively?
- How can you align your organization to better execute CX?
- What are the right tools and solutions for your organization based on the range of available data and options?

## Deloitte delivers the right experience to support effective CX measurement:

- Professional facilitators specialized in customer strategy and customer experience in government
- Specialists with technical experience in helping executives develop, implement, and manage government CX programs
- Innovative workshop activities designed using experience from former government leaders, behavioral science principles, and lessons learned from conducting over 1,000 Labs

## Deloitte is a leader in Government CX

**We combine market-leading customer experience capabilities with deep knowledge of our clients' missions to catalyze customer-centric breakthroughs in government.**

We have driven CX measurement programs at the two largest federal civilian agencies and have provided CX services to more than two dozen government agencies on engagements ranging from CX journey improvements to enterprise-wide CX transformation.

We have alliances with a range of leading CX platform vendors and can help your organization implement the right technology and tools to power your CX transformation. We also have several specialized CX capabilities in-house, such as **LRA by Deloitte**, the leading global provider in brand protection and CX measurement services.

We understand the CX challenges that government agencies face. Our unmatched combination of experience and capabilities enable us to provide government clients with the support they need to address their unique CX challenges.

Deloitte named *the undisputed* global leader in CRM and Customer Experience Services based on completeness of vision and ability to execute by Gartner

Source: Gartner, Magic Quadrant for CRM and Customer Experience Implementation Services, Worldwide, Patrick J. Sullivan, Ed Thompson, 8 January 2018

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