Enhance Customer Experience and Improve Trust

Goal Leader(s):

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Goal Overview

Goal Statement

- o USDA will enhance the customer experience (CX) of our high impact services and increase the public's trust by continuously listening to their feedback and implementing human-centered solutions to reduce barriers and burdens to access. **By September 2023, each USDA High Impact Service Provider (HISP) will implement mechanisms to measure trust and satisfaction and establish feedback methods to collect insights to perform activities that will make measurable improvements in CX.**

Challenges

- o The federal government has the lowest customer satisfaction score across all major industries at 63.4% (source: American Customer Satisfaction Index).

- o USDA does not have a consistent feedback framework for customer listening and feedback.

- o Historically, USDA HISPs have struggled closing the feedback loop on customer satisfaction and assessing trust.

- o USDA HISP workforce requires training and resources to measure customer burden, identify inequities, and improve designated services through human-centered design.

Opportunity

- o Create standardization in how USDA engages with and collects information from customers.

- o Establish a Department-wide and cross-agency CX coalition starting with the HISP organizations.

- o Gradually improve agencies' understanding of customers' needs ("start small and scale").

- o Improve ease of access to HISP designated programs and services.

- o Increase the public's trust of USDA, beginning with the HISP services.

*Note – The HISP's within USDA include the following agencies: Farm Service Agency (FSA), Food and Nutrition Service (FNS), Forest Service (FS), Natural Resources Conservation Services (NRCS), and Rural Development (RD).

USDA's High Impact Service Providers

High Impact Service Providers (HISPs) are federal entities, as designated by the Office of Management and Budget (OMB), that provide or fund customer-facing services that have a high impact on the public, whether because of a large customer base or a critical effect on those served.

1

Farm Service Agency

The Farm Service Agency (FSA) serves all farmers, ranchers, and agricultural partners through the delivery of effective, efficient agricultural programs for all Americans. There were 2.02 million U.S. farms in 2020. With 51 state offices and over 2,000 county offices, including offices in U.S. territories, FSA implements farm programs and farm loans to farmers and ranchers across the country. This past year, FSA obligated more than $7.5 billion in direct and guaranteed farm ownership and operating loans, including more than $3.4 billion for beginning farmers, an agency record.

- Design and implement a simplified direct farm loan application process.

2

Food and Nutrition Service

Food and Nutrition Service (FNS) works to end hunger and obesity through the administration of 15 federal nutrition assistance programs including WIC, Supplemental Nutrition Assistance Program (SNAP), and school meals. SNAP helps over 40 million low-income people afford a nutritionally adequate diet; WIC provides nutritious food for about 7 million low-income women, infants, and children; and school breakfast and lunch programs provide free and reduced-price meals to over 20 million low-income children.

- Test the use of the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) benefits for online purchasing
- Identify opportunities to reduce individuals' and families' burdens by simplifying enrollment and recertification for nutrition assistance programs such as Supplemental Nutrition Assistance Program (SNAP) and the WIC, including expanding the use of direct certification.

3

Forest Service

The Forest Service works to sustain the health, diversity, and productivity of the nation's forests and grasslands, which includes sustainable stewardship of more than 600 million acres of forestland, 193 million acres of public lands, and more than 400 million acres of private land across the United States.

- Applying to and accessing recreation special use permits.

4

Natural Resources Conservation Service

The Natural Resources Conservation Service (NRCS) works with farmers, ranchers and forest landowners across the country to help them boost agricultural productivity and protect our natural resources through conservation In 2020, NRCS worked with producers to develop more than 100,000 conservation plans as well as place conservation practices and enhancements on more than 19 million acres.

- Applying for Technical and Financial Assistance under the Environmental Quality Incentives Program (EQIP) to address natural resource concerns and deliver environmental benefits for agricultural producers.

5

Rural Development

Nearly 60 million Americans live in rural areas and experience higher rates of poverty; since 2009, Rural Development has financed nearly 8,000 community facilities projects, helped save or create more than 375,000 rural jobs, aided nearly 75,000 rural businesses, improved rural electric infrastructure for more than 25 million rural residents, and supported more than 5,500 distance learning and telemedicine projects.

- Searching for regulatory information (e.g., finding what program is right for you and how to apply on a RD program.
- Filing an application under the OneRD Guarantee Loan Initiative.

Goal Targets

Achievement statement		Key indicator(s)	Quantify progress			Frequency
Repeat the achievement statement from the goal statement on the previous slide		A "key performance indicator" measures progress toward a goal target	These values enable us (and you!) to calculate % complete for <u>any</u> type of target*			When is there new data?
By…	**We will…**	**Name of indicator**	**Target value**	**Starting value****	**Current value Q2 FY2022**	**Update cycle**
9/30/2023	Implement mechanisms to measure trust and satisfaction.	• # of trust/satisfaction measures established	• 6	0	0	Annually
9/30/2023	Establish feedback methods to collect insights to perform activities that will make measurable improvements in CX.	• # of feedback loops established	• 6	**0**	0	Bi-Annual

* If the target is to achieve a qualitative outcome, quantify progress as: 1 = "Achieved", "0 = "Not Achieved"

Goal Team

USDA Executives:

Members:
- Deputy Secretary
- Assistant Secretary for Administration
- Chief Customer Experience Officer
- Chief Information Officer
- HISP Agency Administrator

Responsibilities:
- Develop comprehensive CX strategy and prioritize CX
- Allocate resources
- Set "tone at the top"
- Champion CX initiatives

Office of Customer Experience:

Members:
- USDA Chief Customer Experience Officer
- OCX Staff

Responsibilities:
- Implement CX strategy
- Lead CX innovation initiatives
- Lead efforts to incorporate CX into USDA policies and procedures

HISP CX Core Teams:

Members:
- FSA Lead – Dana Richey
- FNS Lead – Rebecca Piazza
- FS Lead – Andrea Delgado
- NRCS Lead – Abena Apau
- RD Lead – Jacki Ponti
- HISP Staff

Responsibilities:
- Lead CX initiatives
- Recommend new initiatives
- Conduct field research

Goal Strategies

Applying the "Listen Better, Serve Better" Customer Feedback Loop Framework

USDA's Voice of the Customer (VOC) Framework, known as "Listen Better, Serve Better", creates a 360-degree understanding of the customer's experience to drive learning and continued improvement. USDA will look to collect customer feedback during key moments of their experience in order to amplify their voice and increase insights to act on. This framework enables USDA to exceed customer expectations by putting our customers first, promoting accountability in mission and program delivery, and facilitating collaboration across the entire Department.

OCX will be promoting the application of the VOC framework across USDA's HISPs in order to establish feedback methods to collect measurable insights, further improving CX.
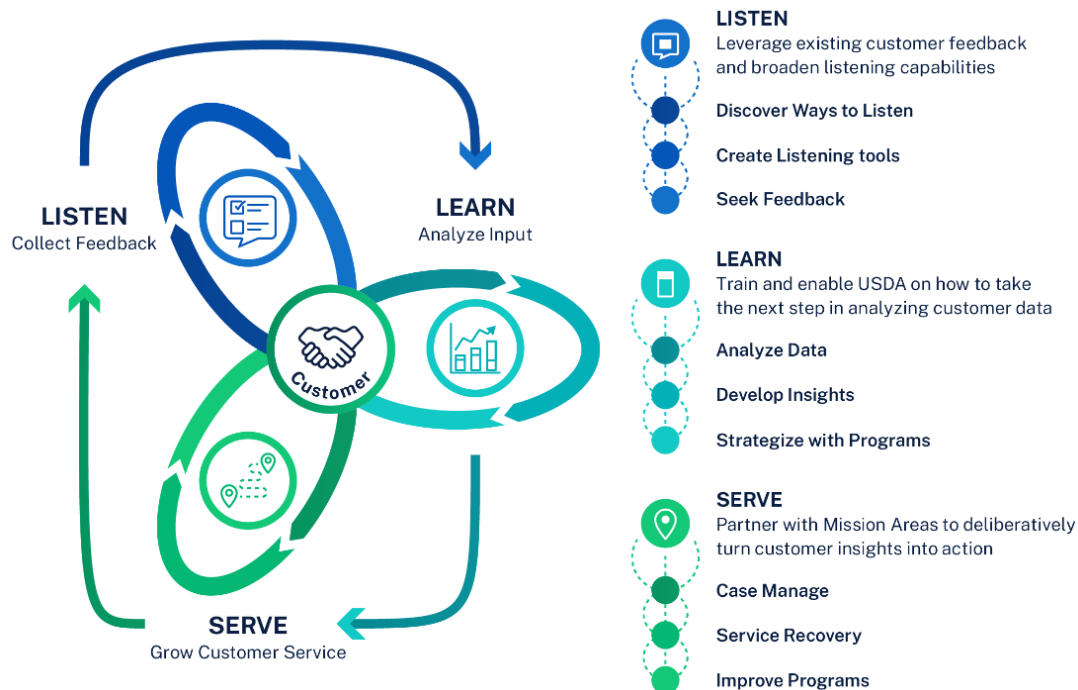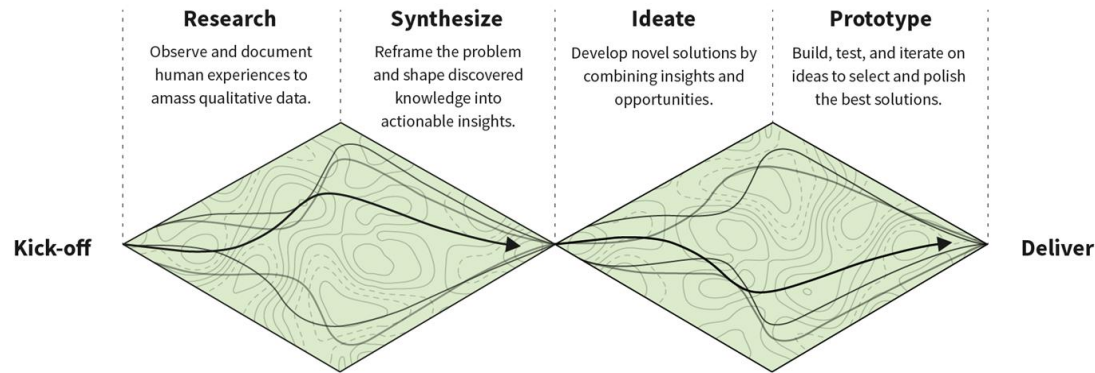
Goal Strategies (cont'd)

Applying the Human-Centered Design Framework

Human-Centered Design (HCD) is an interdisciplinary methodology of putting people, including those who will use or be impacted by what one creates, at the center of any process to solve challenging problems. This methodology enables USDA and each HISP to identify their designated services based on the moments that matter most to the individuals served. This framework empowers USDA to collaborate with customers, employees, and partners to create innovative and human-centered solutions which will deliver exceptional and consistent USDA experiences and services.

OCX will be promoting the application of this framework in order to implement human-centered solutions for HISP designated services that address key pain points.

Key Indicators

Objective	Indicator
1. Establish a process to identify and track customer pain points across each HISP's designated service.	• Establish a plan for each HISP
2. Implement human-centered design (HCD) solutions for HISP designated services to address key pain points.	• # of initiatives or projects in progress • # of initiatives or projects completed
3. Increase and track the number of listening posts/opportunities for HISP services.	• # of HISP listening posts/opportunities (e.g., focus groups, listening sessions)
4. Provide customer experience learning opportunities to HISP organizations and employees.	• # of learning opportunities (e.g., training, speaker, presentation, tool demonstration)

Key milestones

	Milestone Summary				
Key Milestone	**Milestone Due Date**	**Milestone Status** *[e.g., Complete, On-Track, Missed]*	**Change from last quarter**	**Owner**	**Comments** *[Provide discussion of Progress, changes from last update, Anticipated Barriers or other Issues Related to Milestone Completion]*
Deep Dives	5/15/2022	On-Track	N/A	All USDA HISPs	
Quarterly Data Reports	5/30/2022	On-Track	N/A	All USDA HISPs	
CX Capacity Assessments	5/30/2022	On-Track	N/A	All USDA HISPs	
CX Action Plans	7/30/2022	On-Track	N/A	All USDA HISPs	
Quarterly Data Reports	8/31/2022	On-Track	N/A	All USDA HISPs	
CX Departmental Directive	9/30/2022	On-Track	N/A	OCX	
Quarterly Data Reports	11/30/2022	On-Track	N/A	All USDA HISPs	
Establish CX Learning Opportunities	TBD	On-Track	N/A	All USDA HISPs	• E.g., training, speaker, presentation, tools, resources.
Execute Surveys to Assess Stakeholder Engagement and Trust	TBD	On-Track	N/A	All USDA HISPs	• Utilizing Medallia
Establish Mechanisms for identifying CX Pain Points	TBD	On-Track	N/A	All USDA HISPs	• Providing Human-Centered Design support for each HISP

Narrative – FY22 Q2 Update

USDA remains on track to complete the APG on time.

USDA now includes six Office of Management and Budget (OMB) designated High Impact Service Providers (HISPs) – more than any other Cabinet-level department, including the Farm Service Agency (FSA), Food and Nutrition Service (FNS), Forest Service (FS), Natural Resources Conservation Services (NRCS), and Rural Development (RD). OMB defines HISPs as federal entities, as designated by OMB, that provide or fund customer-facing services that have a high impact on the public, whether because of a large customer base or a critical effect on those served.

Each HISP continues to assess their capacity to manage customer experience (CX), assessing their performance of designated services through meaningful measures from the perspective of the public and planning for the improvement of CX.

- Each HISP has completed and submitted CX capacity assessments which explain how the HISP's CX resources are organized, the leadership responsible for CX, and what measures are in place to ensure program accountability for CX performance improvement and service delivery.
- Each HISP is currently working on identifying the required data to be collected, feedback methods, and the methods used to report the data internally and publicly for their CX action plans. These plans will address specific improvements that each HISP commits to making in the following budget year, addressing pain points identified through service assessments, customer feedback, and human-centered design research.
- USDA is reviewing the completed capacity assessments from each HISP and identifying opportunities for cross-collaboration and support as it relates to the accomplishment of this APG.

Data accuracy & reliability

USDA CX improvement teams rely on accurate and reliable data to make evidence-based decisions. USDA's Office of the Chief Information Officer (OCIO) is responsible for enterprise data and analytics activities. USDA has established a Data Governance Steering Committee and a Data Governance Advisory Board to lead and implement data governance initiatives at USDA.

For more information about USDA's data strategy, governance, and quality, please visit the USDA website. The USDA Open Data Catalog is the authoritative source of publicly available USDA data. Additionally, please reference the USDA Data Strategy FY21-23.

Partners:
- USDA Office of the Chief Information Officer (OCIO) and Mission Area Associate CIOs
- USDA Office of the Chief Data Officer (OCDO) and Mission Area Associate CDOs
- USDA Office of the Chief Evaluation Officer
- USDA Chief Operating Officers

Survey and KPI data sources:
- Medallia survey tool for customers, stakeholders, and employees

Additional information

<u>Contributing Programs</u>

Organizations:

- o Office of Management and Budget (OMB)
- o White House Executive Office of the President (EOP)

President's Management Agenda
- o PMA Vision: Priority #2

Policies:

- o OMB Circular A-11 Section 280
- o Customer Experience Executive Order 13571
- o Trust in Public Service (TIPS) Act
- o Integrated Digital Idea Act (IDEA)
- o Federal Agency Customer Experience (FACE) Act

<u>Stakeholder / Congressional Consultations</u>
- o USDA's OCX regularly engages with Congressional appropriators via USDA's Office of Budget and Program Analysis.