

# Strategic Goal 2

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*Timely, Accurate, and Responsive Customer Service*

## **Strategic Goal: 2 Timely, Accurate, and Responsive Customer Service**

### **Strategic Goal Statement:**

**Provide timely, accurate, and responsive service that addresses the diverse needs of our customers.**

OPM has a diverse set of customers that includes Federal employees, retirees, Federal human resource professionals, Federal agencies, uninsured Americans, and job applicants. While it may not be possible to have a single approach to customer service to meet the diverse needs of such a wide range of customers, OPM's customer-facing components stand to gain much from sharing information and strategies with one another. The bottom line is that OPM's customers should expect a consistently high standard of service quality.

## **Strategy: 2.01 Develop and implement a strategic plan for customer service that addresses each of our major program goals**

### **Strategy Overview:**

OPM will build on best practices from programs to create an OPM-wide Customer Service Strategy for each customer segment that will enhance our overall customer service. These best practices include:

- identifying how customer service improvement will drive achievement of program outcome goals through The LAB@OPM, human-centered design, and other collaborative methods;
- taking an inventory of OPM's points of contact within each customer segment in order to identify duplication, gaps, hidden gems, heroes, best practices, and centers of excellence (e.g., OPM's best help desks, most successful customer service training programs, effective customer councils); and
- developing a customer service investment plan that:
  - supports program goals and builds on Agency strengths,
  - leverages resources across OPM and across its partner agencies,
  - reallocates resources from unsuccessful customer service efforts to successful ones, and
  - ensures cross-channel integration so that service is centered on the customer—not organizational units.

### **Next Steps:**

In FY 2016 and FY 2017, OPM will implement its Customer Experience Strategic Plan by communicating it to all employees; sustaining an intra-agency Customer Experience Community of Practice; establishing a baseline for Accuracy, Responsiveness, and Timeliness (ART) and overall satisfaction of customer experience; establishing performance improvement program office teams; investing in and rewarding employees; and promoting accountability and transparency across OPM. The agency will also provide customer experience training by developing updated training, conducting user testing, and marketing revised training. OPM will track the progress of trained employees. Further, in FY 2017, OPM will evaluate the intra-agency customer experience community of practice; and set targets for Accuracy, Responsiveness, and Timeliness (ART) and overall satisfaction of customer experience implementing a performance improvement approach.

**Contributing Organizations:**

Office of the Director (OD)

Performance Measure	FY 2013 Result	FY 2014 Result	FY 2015 Result	FY 2015 Target	FY 2016 Target	FY 2017 Target
Percent of program offices meeting their customer satisfaction score targets	N/A*	N/A*	43.8%	-	Establish Baseline	Establish Baseline
<b>Progress Update:</b> In FY 2015, seven of 16 external-facing program offices met their customer satisfaction score targets.						
Percent of OPM employees who took online customer service training	N/A*	N/A*	22.0%	-	Establish Baseline	Establish Baseline
<b>Progress Update:</b> In FY 2015, 1,083 of 4,933 OPM employees took the training.						

\*N/A - Not Available - no historical data available for this period.

## **Strategy: 2.02 Promote shared accountability for the customer service strategy**

### **Strategy Overview:**

Promote shared accountability for the customer service strategy by:

- assigning a cross-OPM lead for the customer service strategy responsible for the development of an agency-wide customer service strategic plan;
- developing customer service standards (timeliness, accuracy, responsiveness and quality) to hold employees and units accountable and incentivizing exemplary customer service;
- reporting by program goal owners on their progress on customer service goals set in the strategic plan on a routine basis;
- engaging all customers as partners in meeting agency goals;
- aligning customers through the CHCO Council and Human Resources Line of Business (HRLOB);
- empowering employees, retirees, and applicants through self-service tools and better information about our services;
- increasing outreach to customers through customer councils, surveys, participatory design sessions in The LAB@OPM, and test beds; and
- setting customer service expectations across the agency.

### **Next Steps:**

In FY 2016, OPM will establish a baseline for Accuracy, Responsiveness, and Timeliness (ART) and overall satisfaction of customer experience by analyzing ART and overall satisfaction data, reviewing existing surveys, updating or creating new surveys, and administering the surveys, compiling and analyzing data; creating baseline measures; and creating normalized ART and overall satisfaction scores. In FYs 2016 and 2017, OPM will implement a performance improvement approach by identifying areas of improvements and opportunities, analyzing options for solutions, developing action plans, implementing and track action plans, measuring effectiveness of action items, and communicating improvements. Further, OPM will invest in and reward employees by providing continuous training in customer experience; recruiting, hiring, and engaging customer service professionals; and celebrating and rewarding outstanding customer service. OPM will promote accountability and transparency across the agency by sharing existing customer service performance elements with the intra-agency community of practice. In FY 2017, OPM will set targets for the next survey administration cycle for Accuracy, Responsiveness, and Timeliness (ART) and overall satisfaction of customer experience by using baseline data and re-evaluating any previously set targets.

**Contributing Organizations:**

Chief Human Capital Officer (CHCO) Council, Healthcare and Insurance (HI), and Planning and Policy Analysis (PPA)

Performance Measure	FY 2013 Result	FY 2014 Result	FY 2015 Result	FY 2015 Target	FY 2016 Target	FY 2017 Target
Percent of program offices measuring their customer service accuracy	N/A*	N/A*	25.0%	-	Establish Baseline	Establish Baseline
<b>Progress Update:</b> Of 16 external-facing program offices, four measured their customer service accuracy in FY 2015.						
Percent of program offices measuring their customer service responsiveness	N/A*	N/A*	31.3%	-	Establish Baseline	Establish Baseline
<b>Progress Update:</b> Of 16 external-facing program offices, five measured their customer service responsiveness in FY 2015.						
Percent of program offices measuring their customer service timeliness	N/A*	N/A*	37.5%	-	Establish Baseline	Establish Baseline
<b>Progress Update:</b> Of 16 external-facing program offices, six measured their customer service responsiveness in FY 2015.						

## Strategy: 2.03 Improve IT Capabilities to interface with customers

### Strategy Overview:

Improve IT Capabilities to interface with customers by:

- using multiple, integrated IT platforms to interface with customers from all communities and diverse backgrounds, including USAJOBS, USA Staffing® Retirement Services Online, Employee Express, and OPM.gov;
- providing web-based tutorials for customers;
- developing web-based tool kits for customers; and
- sharing results of customer service surveys with the public in a meaningful way (e.g., metrics and a dashboard)

### Next Steps:

OPM will implement a performance improvement approach, implementing IT improvements from program office action plans and providing new web-based toolkits for customers. The agency will also promote accountability by building an internal prototype of a public facing dashboard, which will display Accuracy, Responsiveness, and Timeliness (ART) and overall satisfaction scores and communicate the actions taken to improve scores.

### Contributing Organizations:

Chief Information Officer (CIO)

Performance Measure	FY 2013 Result	FY 2014 Result	FY 2015 Result	FY 2015 Target	FY 2016 Target	FY 2017 Target
Percent of Strategy 2.03 milestones from the Customer Experience Strategic Plan completed	N/A*	N/A*	37.5%	-	≥10%	≥10%
<b>Progress Update:</b> In FY 2015, OPM completed 9 of 24 Strategy 2.03 milestones from the Customer Experience Strategic Plan.						

\*N/A - Not Available - no historical data available for this period.

## Strategy: 2.04 Improve customers understanding of the policies and procedures that apply throughout the employee lifecycle

### Strategy Overview:

OPM will continue to communicate key topics on multiple platforms, keep customers abreast of legal changes, and look at how HR information systems across the Federal Government are aligned with OPM policy and guidance.

Effective communication strategies are also a key component of the customer service strategic plan to provide customers with updated results, changes in legal issues, and other operating procedures. OPM will focus on communicating key topics on multiple platforms.

### Next Steps:

OPM will implement a performance improvement approach, implementing policy and procedure communications from program office action plans. The agency will also create a customer journey map. In FY 2017, the agency will communicate improvements.

### Contributing Organizations:

Employee Services (ES)

Performance Measure	FY 2013 Result	FY 2014 Result	FY 2015 Result	FY 2015 Target	FY 2016 Target	FY 2017 Target
Percent of Strategy 2.04 milestones from the Customer Experience Strategic Plan completed	N/A*	N/A*	50.0%	-	≥10%	≥10%
<b>Progress Update:</b> In FY 2015, OPM completed 11 of 22 Strategy 2.04 milestones from the Customer Experience Strategic Plan.						

\*N/A - Not Available - no historical data available for this period.