

# Department of Homeland Security

<OCIO Customer Experience Directorate>

Customer Experience Strategy

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## Executive Summary

<Provide a summary of the document in a way that readers can quickly become acquainted with the entire document. Include a brief statement of the information covered in the document, background information, concise analysis, and main conclusions. This section is intended to aid in decision-making and is an important part of this plan.>

## Vision

<In the next five years, if you do the best job possible, whose lives will change and how? >

## Mission

<What are you doing in the next one to three years that is driving you toward accomplishing your vision? >

## CX Leadership

**Customer Experience Lead**: <This person should have human-centered design and/research experience. >
**Executive Sponsor Accountable for CX**: <This might be the same person as above. >

## Capacity-building: Personnel and Funds

<Provide a summary of existing and anticipated personnel and funds used for CX activities; plans to recruit, hire and train CX and CX-related staff; plans to secure and supplement with contracting, detailing or rotations as needed.>

## Capacity-building: Workforce Planning Activities and Timelines

<Identify the activities and associated timelines for recruiting, hiring, and training your CX workforce.>

High Impact Service Providers are **required** to build flexible and streamlined staffing models to meet customer demands.

|  |  |
| --- | --- |
| Activity | Timeline |
| <build recruiting pipeline for CX positions> | <Start to Finish – example: September 2023 – March 2024> |
|  |  |
|  |  |
|  |  |
|  |  |

## CX Office Location

<Identify the location (or envisioned location) of the CX organization within your Component. If the CX organization is expected to move within the next two years, please identify both locations in this document.>

## Metrics: Priorities

<Identify high level goals that the new CX organization will accomplish to support your Component’s goals/Secretary’s priorities to improve the customer experience for the public. >

* <Improve candidate onboarding experience by streamlining and making the DHS Personnel Security Data Verification Request (DHS 11000-5) easier to use, in support of the Secretary’s priority to recruit, hire, and retain a world-class, diverse workforce to create a representative, inclusive, and trusted department. >

## Metrics: Key Outcomes/SMART Goals

<Identify key desired outcomes to measure that are based on the priorities listed above. Describe Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goals. For example, if the goal is to improve the customer’s application experience (i.e., filling out a form to apply for a benefit), a SMART goal might look like a shorter time to complete/submit the form. >

* <Improve onboarding experience >
	+ <By September 2024, reduce time to complete and questions regarding DHS 11000-5 by redesigning the form. >
* <key desired outcome>
	+ <SMART goal>

## Metrics: Data Collection

<SMART Goals. Talk about cadence and collection of data, defining what they will be used for and who they will be provided to. >

* Conduct initial usability testing to baseline time to complete, evaluate plain language and assess cognitive load. Data collected will be provided to designers and stakeholders in order to redesign the form, potentially in collaboration with recent new-hires. Form will be retested to determine effectiveness of redesign on completion time.
* <Discuss the measurement of the SMART goal listed in section 9: How will you collect data, and what will it tell you? What will you use it to do? Will there be follow-up data collection? Who else might receive this data, and what might it be useful for?>

## Activities and Timelines

High Impact Service Providers (HISPs) are **required** to consistently collect customer feedback to inform customer experience improvements.

Identify the activities and associated timelines that your team plans to meet the requirements of Policy Statement 076-02, [Designing and Delivering Improved Customer Experience for the Public](https://dhsconnect.dhs.gov/org/comp/mgmt/policies/Directives/076-02.pdf). If you have a plan that includes steps that will be accomplished beyond FY24, please include them so that we may have a fuller picture for budget and request forecasting. We highly recommend spotlighting your Burden Reduction Initiative plans as well as aligning with other strategic initiatives for your Components, such as embedding CX into:

1. Forms and data collections design and development
2. Procurements and acquisitions
3. Plain language in communications to internal and external customers
4. Policies and public facing programs

|  |  |
| --- | --- |
| Activity | Timeline |
| <burden reduction initiative plans> | <Start to Finish – September 2023 – August 2024> |
|  |  |
|  |  |
|  |  |
|  |  |

## Stakeholders

The following table lists the different categories of stakeholders for the <add Component name> Customer Experience Strategies Document. The table indicates the involvement of each category of stakeholder using the RACI (Responsible, Accountable, Consulted, Informed) model. Include “Executive Sponsor Accountable for CX” (from number four above).

*Note: Add additional rows, as necessary.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Stakeholder Category | Responsible | Accountable | Consulted | Informed |
| <Senior Executive responsible and accountable for the customer experience> | X | X |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

## Assumptions,Constraints, Risks and Requests

**Assumptions**

<list all statements related to this initiative that are true in the absence of facts, often to accommodate a limitation>

* <assumption>
* <assumption>

**Constraints**

<list all restrictions that may limit the team’s options in successfully completing the goals of this initiative>

* <constraint>
* <constraint>

**Risks**

<list all restrictions that may limit the team’s options in successfully completing the goals of this initiative>

* <risk>
* <risk>

**Requests**

<list any requests that may assist the team’s options in successfully completing the goals of this initiative>

* <request>
* <request>

## Maturity Model Baseline

DHS CX Directorate will assist on conducting maturity evaluation activities. The activities may be helpful to inform your CX strategy. Additionally, Additionally, if there is any baseline pre-work or CX maturity framework you are currently using, please provide it so that we may have a more comprehensive understanding as our team works to support you and your team.

## Additional Plans

<Anything that wasn’t covered above (optional).>

Appendix A. CX Memo

[Designing and Delivering Improved Customer Experience for the Public](https://dhsconnect.dhs.gov/org/comp/mgmt/policies/Directives/076-02.pdf)