# Templates for PDs and PWPs to Improve CX

A human-centered culture needs employees who are aware and strive for organizational transformation. Adding CX-related duties and KSAs to non-CX PDs, and CX goals to performance plans can improve customer experience.

**SUGGESTIONS FOR PD CX LANGUAGE BY SECTION:**

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| **PD section** | **Templates / Suggestions** |
| **Introduction** | Work is also evaluated in terms of commitment to CX which includes improving CX awareness and knowledge, partnering with CX staff/SMEs to build CX capabilities, and in actions rooted in human-centered approaches including empathy, listening to and learning from user research and customer input, collaboration, and responsiveness. |
| **Major Duties**  | * Intentionally seek to learn and put efforts to improve and transform CX in government services.
* Understand the impact CX has on the government’s public perception and the public's ability to get services.
* The incumbent uses opportunities to improve own CX awareness and inject it back into work and interactions.
* Make decisions that are guided by CX standards and benchmarks.
* Contributes to a work environment that advocates for and practices CX.
* Upholds DHS' commitment to CX by meeting CX standards and elevating the bar across government.
* Using empathy and listening, big picture mindset, data, and problem-solving skills, incumbent contributes and promotes work that is rooted in CX frameworks and best practices.
* Exercises and contributes to a work environment of empathy and listening, continuous learning, problem solving, and big picture mindset. Also exercises communications that are led with the end-user in mind and makes customer informed decisions.
* The incumbent will integrate levers that improve CX and trust in government into their work. Those may include…:
* The incumbent will incorporate CX practices when leading public facing interactions, services, or initiatives.
* The incumbent will strive to adopt and apply recommendations that are rooted in user research and human-centered approaches to the extent possible.
* Incumbent realizes the role they play in delivering citizen and business facing government services outlined in the CX EO.
* Incumbent is open to new concepts and approaches to delivering gov services that continuously benefit the user, learns what works, and adjusts actions as needed in a way that incorporates continuous learning and integration of CX into work.
* Follow trusted, expertise guidance on CX and incorporate guidance into own work and business process focusing on user needs.
* Reduce government speak and incorporate plain language into communications.
* Identifies and seizes opportunities to improve CX practices in work.
* Engages with CX staff or guidelines to find opportunities for new or improved human-centered business processes, solutions, practices, communications, products, services, or strategies, to support agency CX priorities relevant to incumbent role.
* Understand CX priorities and how they tie into overall agency mission and own work.
* Fosters an open, collaborative, and continuous learning mindset in order to continuously elevate CX in work.
* Effectively leverages data to question status quo and bring forth improvements that benefit users through change management.
* Identifies potential roadblocks to more CX. Plans, develops, or executes work that moves government from the status quo towards being more customer-centric.
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| **Factor 1: Knowledge** | * Experience following, developing, or fostering human-centered standards and practices in the work environment.
* Capability to learn and integrate non-domain expertise practices to positively impact citizen and business experience with services or other agency systems or programs.
* Apply a wide range of agency mission objectives in own work.
* Collaborative, empathetic, responsive communication style and ability to articulate the value of those.
* Ability to integrate customer learning and insights into decisions which may require changing course or pivoting
* Ability to communicate with diverse audiences plainly yet effectively. Ability to observe the success or failure of these communications to improve them.
* Demonstrated ability to put oneself in another's shoes and consider their POV.
* Skills in communications to articulate the value of a good CX strategy in government.
* Ability to tie activities aimed at improving the user experience into own work.
* Ability to establish metrics and performance measurements to track progress
* Skill in applying CX aspects into work as needed.
* Maintain awareness of CX and its importance and proactively engage (CX) SMEs to meet complex needs.
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| **Factor 3: Guidelines** | * Ability to work within broadly stated or lacking guidelines.
* Remain current on CX issues relevant to assigned areas.
* Initiative in searching out, learning, and adapting guidelines from non-familiar domains that have impact such as CX.
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| **Factor 5: Scope and effect** | * Work affects the customers' trust in government service and the improvement of interactions between citizens, business, and the federal government.
* The incumbent's knowledge of CX practices affects the successful improvement of government services towards being more human-centered and impacting trust of the public in the federal government.
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| **Factors 6 and 7: Contacts and purpose of contacts** | * Awareness and empathy are essential to human-centered interaction with the customer with whom the incumbent is dealing with
* Persons contacted typically include (customers) requiring the incumbent to have awareness and a common understanding of CX.
* The purpose of knowledge of CX practices is to operate from and help bring others to a shared understanding of the customer and generate work output that is customer centered.
* Work involves active pursuit of knowledge and motivation to do right by users.
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**SUGGESTIONS/TEMPLATES FOR PWP CX:**

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| **General Schedule (GS) PWPs** |
| **CORE COMPETENCY CUSTOMER SERVICE****Customer Experience specific performance requirement applicable to all GS:** Supports DHS’s commitment to transforming the customer experience across the Department in accordance with Executive Order 14058, the Biden-Harris Management Agenda, and OMB A-11 Section 28. Improves and enhances DHS’ customer experience by understanding what CX is and why it’s important, adopting and practicing foundational CX activities in own work, seeking to be informed of DHS customer needs and expectations, and helping build a CX culture in the organization. **Level 1:** Unaware / does not demonstrate basic knowledge of human-centered or CX-tied concepts, priorities, or activities at DHS. Does not understand / know who a DHS customer is. Unable to provide an example of adopting a CX practice in their work, nor grasp how own work directly or indirectly impacts CX at DHS. **Level 3:** Demonstrates knowledge of human-centered and CX-tied concepts, priorities, or activities at DHS. Understands / knows who a DHS customer is and how they experience government through multiple observations. Provides examples of adopting and applying CX practices in work and how own work directly or indirectly positively impacted CX at DHS. **Level 5:** Consistently engages CX practices in work and pursues opportunities to elevate CX. Leads others in understanding why CX is important. Able to provide multiple examples of embedding CX-practices in work and influencing others to do the same. Champions CX and pursues multiple opportunities to join DHS' CX community of practitioners and understand the customer. Holistically understands how work directly and indirectly impacts CX at DHS. |
| **PERFORMANCE GOAL** | **EXAMPLE ACTIVITIES** |
| Understand what CX is and why it’s important at DHS | * Partner with CX staff and CX-related SMEs to develop an understanding for the importance of CX and practicing it
* Review <https://www.dhs.gov/cx> and subscribe to CX Newsletter
* Complete CX and accessibility learning tutorials on DHS’ learning hub [CX Learning | Homeland Security (dhs.gov)](https://www.dhs.gov/cx/cx-learning)
* Join DHS’ CX COP, CX open hours, CX workgroups
* Complete usability testing training
* Attends usability tests, user research and other user centered design activities
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| Practice foundational CX activities and improve CX of own work | * Reduce government-jargon speak
* Plain language
* Listen and learn from user research and customer input
* Be responsive, pleasant, and informative in communications
* Seeks to understand users and adapts behaviors to meet user needs
* Identify and implement at least one way to improve customer experience in work
* Collaborates/joins a CX-specific project, priority, task
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| Understand customer needs and expectations | * Observe / join at least one user research session
* Put oneself in customers’ shoes by taking the user journey to understand how the user experiences government
* Actively seeks to improve internal and external customer experience
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| Help build a customer experience culture in the organization | * Initiate a team CX-focused lunch and learn
* Share CX guides and resources with team
* Shares customer success stories
* Collaborates with team members on innovative solutions and technologies to improve service delivery
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| **Senior Executive Service PWPs**  |
| **Already applicable to all SES (since 2023):** Supports DHS’s commitment to transforming the customer experience across the Department in accordance with Executive Order 14058, the Biden-Harris Management Agenda, and OMB A-11 Section 280. Improves and enhances the DHS customer experience using an iterative process of quantitative and qualitative research methods that focus on leveraging customer feedback, understanding and addressing customer areas of concern, as well as observing customer interactions and documenting those outcomes. Analyzes the needs of the customer by collecting user experience information via direct interviews, usability testing, help desk/call center data, moderated research sessions, or other data collection strategies. Develops and adopts best practices and designs continuous improvement processes to add rigor to program initiatives and strengthen DHS customer interaction. Leadership’s responsibility to observe and enhance the DHS customer experience is a Department-wide priority. |