

U.S. General Services Administration Customer Service Plan

October 24, 2011

Executive Summary

GSA's mission is to help its customers deliver exceptional results in support of their missions. Our goal is to be a model for outstanding customer service in government.

GSA has an extraordinary range of customers as demonstrated in the graphic below: citizens who are seeking information and services from their government, businesses who want to sell their services to the federal government, organizations who support efficient government operations, and the employees of federal, state and local agencies.

A challenge for GSA is to provide support to hundreds of large federal agencies that have complex and siloed organizational structures, are geographically dispersed around the world, and are confronting a tight budget environment. Because of GSA's government-wide purview and leadership role, we can address these needs by helping agencies more effectively manage their diverse assets and resources.

To do this effectively, we need to know our customers better. We want to be aware of their problems and develop solutions together. We call this "customer intimacy"—and it's a fundamental part of our customer service strategy. To fulfill this strategy, our initial Customer Service Plan includes the following components:

- **Collect Better Customer Data:** We're implementing Salesforce, a customer relationship management tool to give us a single, shared view of all our customers and our interactions across GSA, for the first time.
- **Develop Customer Support Profiles for Each Agency:** We need a systematic way to filter and use our customer data. To do this, we're launching a pilot program to create a "customer support profile" for each agency, which will contain an overview of the agency's customer needs and gather all of GSA's offerings, services, and capabilities that we deliver to that agency into a single, coherent profile. To start, we're piloting with two major Cabinet agencies. During the pilot, we'll identify best practices and lessons learned in delivering customer service to those agencies and determine which practices can be replicated to improve service to other agencies.
- **Create a common knowledge base to deliver answers to top customer questions:** As a fundamental part of our customer service strategy, we need to hear from our customers on a routine basis and make it easier for them to ask us questions and get quick answers. To meet this need, we'll develop GSA Connect, an extensive knowledge base of agency-wide Frequently Asked Questions (FAQs). It will be accessible through the Web, to contact center operators, and via mobile and other technologies. The program will allow GSA to provide a more consistent customer experience so people get the same, accurate answer no matter how they contact us.

Ultimately, these activities will help both GSA employees and our customers work more *effectively* and more *efficiently*.

The scope and impact of this work is significant: it will enable GSA to improve the delivery of 12 million products and services, and strengthen how we manage 9,000 federal and leased

facilities across the globe. As a result, GSA will be able to demonstrate to our ultimate customer--the U.S. tax payer-- that \$64 billion (or 14% of the government's procurement spending) is achieving the best value for money spent.

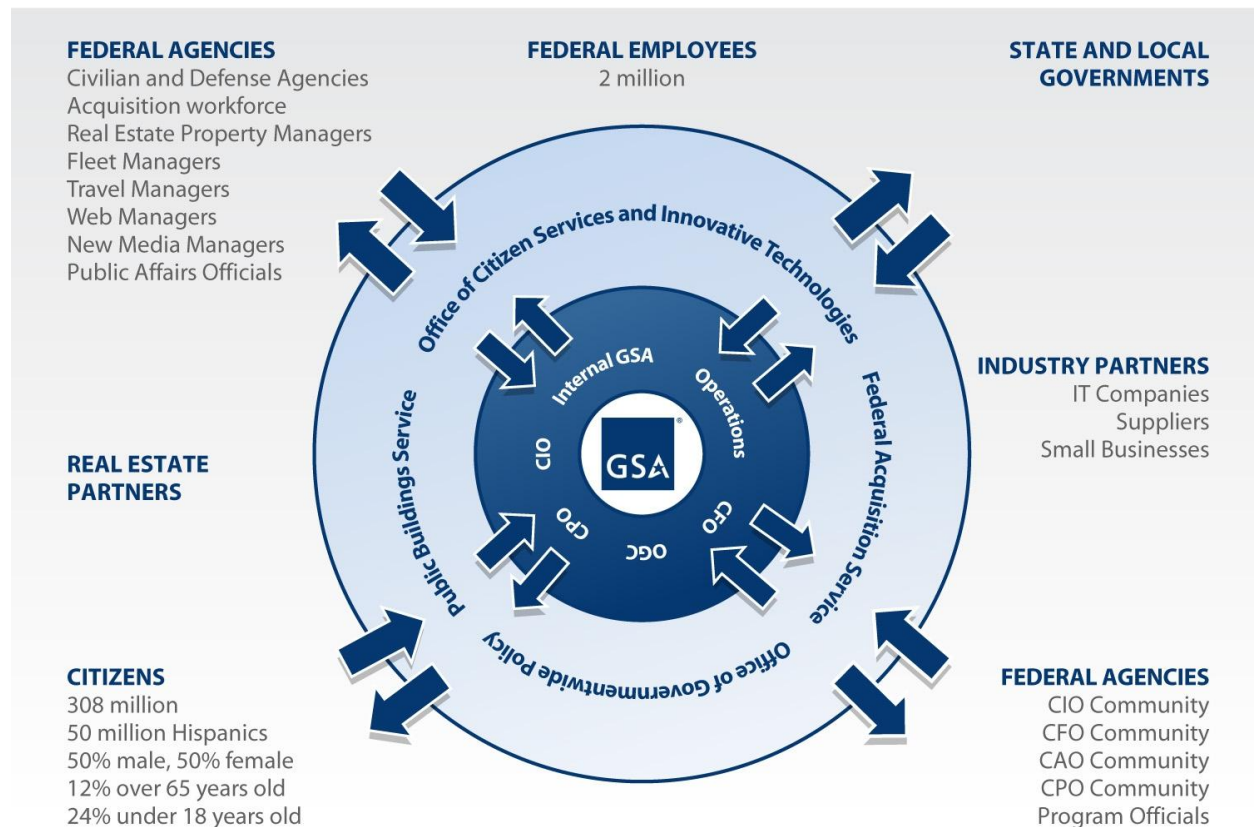
As we implement GSA's Customer Service Plan, we're also looking to refine our performance metrics and ensure that all of GSA is focused on our customer service goals. To do this, we will focus on these four core elements in all our customer service work:

- Understanding customers, their missions and challenges
- Delivering innovative solutions to accommodate them
- Establishing customer service standards and assessment measures
- Sharing best practices and lessons learned

In addition to the primary activities mentioned above, our Plan describes other initiatives that will propel us forward in customer service and teach us even better ways to improve.

Whether we are training the acquisition workforce, deploying electronic tools, building energy-efficient federal buildings, or creating and fine-tuning government-wide policies, GSA will meet the challenge to fulfill our mission: helping our many and varied customers support their missions.

Customer Service Ecosystem



SIGNATURE INITIATIVE

Service 1: Online, integrated customer service

Initiative: GSA Connect

Description:

GSA Connect will be an online collaborative knowledgebase to answer customers' top questions about GSA. This GSA-wide system will allow our customers to quickly find answers from the Web or mobile devices, and will be integrated with social media. GSA Connect will help our customers get the information they need faster by accessing a central place for top answers, rather than having to wade through multiple websites and web pages. This will be done by leveraging users' ratings and rankings of information they find to be most helpful, and then displaying the most popular / useful answers first.

GSA Connect will not only make access to information easier, it will also create an ongoing dialog between GSA and its customers, that will help us better understand our customers' needs and priorities. The system will also be integrated with social media so people can easily access answers via GSA's Facebook pages and other places where people already spend so much time on the Web. Ultimately, GSA Connect will be a more cost efficient way of providing quick answers to our top customer requests, by reducing call center volume and other routine inquiries.

To keep cost and implementation efforts low, GSA Connect will leverage our previous investments in Internet "cloud" based, commercial-off-the-shelf (COTS) technology. Initially, GSA Connect will be used to improve the frequently asked questions (FAQs) on GSA.gov. Future phases will integrate GSA connect into GSA call-center and customer relationship management programs. GSACONNECT will also leverage the success of the USA.gov knowledge base, which is a separate program that manages top questions and answers from the public about government-wide programs. We will take lessons learned from that program, as well as review similar systems used by other federal agencies.

Customers: The public seeking information; our employees; private businesses, federal agencies, and state and local governments.

Customer Demographics/Segmentation:

- GSA has contracts with over 5,000 companies through its schedules program
- GSA performs services for all Federal Agencies
- For the first half of FY 2011, GSA
 - took 675,000 calls from citizens
 - answered 51,000 emails and 11,000 chat sessions from citizens
 - had over 40 million website, and 325,000 mobile site visits distributed over 17 million publications

Challenges:

Given the current budget constraints, GSA Connect is dependent upon funding and resource availability. Other challenges include:

- Confirming the capabilities of selected technology platform and ensuring funding is available to develop it;
- Working across our agency to gather and consolidate all the questions and answers;
- Ensuring that answers are consistent and kept up-to-date;
- Ensuring questions and answers are in plain language;
- Regularly tracking performance measures and making improvements based on customer feedback and;
- Refining the governance, and roles and responsibilities for maintaining content.

Performance Measures:

- Decrease number of call center calls and emails for routine questions
- User ratings of FAQs (whether the FAQs were rated useful and easy to understand)
- Increase traffic to the Knowledge base
- Gather user feedback on information

Milestones/Featured Actions:

- October 30, 2011 - Create answers to the most frequently asked questions across GSA
- Complete - Conduct market research of commercial systems
- October 30, 2011 - Estimate high level functional requirements and effort
- November 30, 2011 - Assemble project team and begin development
- February 28, 2012 - Complete development of beta forGSA.gov FAQ system
- March 30, 2012 - Complete testing and make "live"

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Service 2: Customer Relationship management
Initiative: Agency Customer Profiles: Single View of the Customer
<p>Customers: GSA leadership, federal agencies, state and local governments, private businesses, the public, employees</p> <p>Customer Demographics/Segmentation: Due to its broad mission and diverse expertise, the General Services Administration has a large and diverse group of customers and stakeholders across the federal government, state and local governments, private sector businesses of all sizes, and the public.</p>
<p>Goals/Outcomes:</p> <ul style="list-style-type: none"> • Make our executives aware of customer agency issues anywhere in the enterprise at a glance so they can resolve those issues quickly. • Efficiently collect agency profiles for our leaders' visits to customer agencies. • Ensure our leaders who visit or contact customer agencies know how the agency uses us. • Increase our overall understanding of our customers, their satisfaction, and loyalty with the Public Buildings Service and the Federal Acquisition Service. • Improve joint portfolio planning for customer agencies.
<p>Challenges:</p> <ul style="list-style-type: none"> • Integrating customer data from large, complex organizations across our agency that have a diverse set of customers; and • Having scarce resources.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Increased customer satisfaction on PBS and FAS client satisfaction surveys • Identify measureable improvement in GSA's executives awareness of client agency issues anywhere in the enterprise
<p>Milestones/Featured Actions:</p> <ul style="list-style-type: none"> • FY13Q1 – Developing expertise-wide customer communities to enable rapid information sharing and expertise location • FY13Q2 - Creating a single, cloud-based collaboration platform where GSA associates can share customer data • FY13Q3 - Developing a single CRM view of GSA's customers
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For purposes of this report, GSA has identified 9 services that reflect both services to external and internal customers. These internal organizations must focus on serving their customers so the external-facing organizations can focus on their mission. Exceptional customer service is dependent upon all facets of an organization working towards the same goals and customer service principles. These services include:

- Creating online, enterprise-wide information to customers (**Enterprise**)
- Creating customer relationship management that provides a single view of the customer (**Customer Relationship Management**)
- Providing ever better acquisition vehicles for governments (federal, state and local) (**Acquisition Vehicles**)
- Provide workplace solutions for the federal government that build toward the future of work. (**Workplace Solutions**)
- Providing information, data and services to the public in service of open government and transparency (**Citizen Services**)
- Helping federal agencies improve the customer experience government-wide (**Customer Experience**)
- Create governmentwide policies to support the future government workplace (**Governmentwide Policy**)
- Improve web presence GSA-wide (**GSA Web Presence**)
- Provide GSA-wide IT capabilities (**GSA IT Capabilities**)

In addition to the signature initiatives described above, GSA has numerous other initiatives that improve our understanding of the customers, deliver innovative solutions, set standards for good customer service, and use innovative technology to assist our customers. These are itemized below:

Understanding customers, their missions and challenges	
Initiative	Service
<ul style="list-style-type: none"> Improving service at the National Customer Service Center as a result of a Customer Needs Assessment Instituting Client Portfolio Planning (CPP) Assessing customer service training needs across government to transform the Web Manager University Co-lead the .gov Reform initiative to create the future national web strategy 	Acquisition vehicles Workspace solutions Customer service Customer experience
Delivering innovative solutions to accommodate them	
<ul style="list-style-type: none"> Delivering a Strategic Sourcing Program that enables cost effective solutions. Increase use of the SmartPay Program to increase earned refunds and decrease administrative costs. Instituting Lease Reform Creating new channels to better serve the public: Mobile apps and e-Publications Integrating consumer websites into USA.gov and GobiernoUSA.gov Enhancing OPRC.gov (Open Policy Resource Center) for collaboration Creating Reginfo.gov to bring transparency to agency's regulatory plans. Creating GSA-wide IT Self-Service Campaign Creating GSA-wide IT Orientation Package Launching mobile GSA.gov website Revamping newsroom redesign Creating virtual architecture and fine arts tours on GSA.gov 	Acquisition vehicles Acquisition vehicles Workspace solutions Citizen services Citizen services Government-wide Policy Government-wide Policy GSA IT Capabilities GSA IT Capabilities GSA Web Presence GSA Web Presence GSA Web Presence
Establishing customer service standards and assessment measures	
<ul style="list-style-type: none"> Using the GSA Performance Management System to create and launch the Performance Measures Portal 	Enterprise
Sharing best practices	
<ul style="list-style-type: none"> Leveraging best practices between GSA's Assisted Acquisition Services, federal agencies, the private sector and stakeholders. Support Open Government and Citizen Engagement Through Tools, Best Practices and Training Launching HowTo.gov to provide best practices in customer service (including web and contact centers) to federal agencies Improving federal websites through First Fridays Program 	Acquisition vehicles Customer experience Customer experience Customer experience

Appendices A thru D provide descriptions of these initiatives by capability, including a description, benefits, and challenges to successful implementation.

Appendix A: Understanding customers, their missions and challenges

Understanding customers, their missions and challenges	
Initiative: Improving service at the National Customer Service Center as a result of a Customer Needs Assessment	
Service	Acquisition vehicles
Description	Expanding operating hours to 24 hours a day, five days a week, enabling us to better serve our overseas customers
Customers	Federal agencies and other authorized organizations; state and local governments
Challenges	Limited resources
Outcomes	This will provide better service to customers in other parts of the world.
Initiative: Instituting Client Portfolio Planning (CPP)	
Service	Workspace solutions
Description	Client Portfolio Planning (CPP) is a systematic approach to developing a comprehensive portfolio plan for federal agencies. The resulting plan will help optimize federal agencies' existing real estate portfolios while more effectively anticipating, capturing, and advising on future portfolio needs.
Customers	Federal Agencies, Local/State organizations, Businesses, Employees, Citizens
Challenges	How to address the impact of reduced federal agency budgets on real estate decisions and shift the ratio of owned to leased space in favor of owned. Provide solutions that meet the goals set forth in Executive Orders and OMB directives as well as facilitate the accomplishments of federal agency missions.
Outcomes	Anticipated outcomes include: a larger percentage of available resources going towards agency mission accomplishment as a result of reduced real estate costs; a reduction in the carbon footprint; consolidation of data centers; increased use of mobile work; more innovative workplace solutions; and lower space utilization rates.
Initiative: Assessing customer service training needs across government to transform the Web Manager University	
Service	Customer experience
Description	Web Manager University provides low- and no-cost training in areas critical to improving the public's experience when interacting with government and accessing government information and services through the Web and contact centers. This includes emerging technologies, usability, plain language, customer service best practices, and multimedia content. By rebranding, Web Manager University can appeal to a much broader audience, which is necessary for widespread improvements.
Customers	Federal, state and local government program officials, IT officials, Web and new media managers

Challenges	Broaden the program perception that the training is not just for Web managers; Increase awareness of services we can provide outside the Web community; and Continue to increase participation despite agency cuts to training budgets.
Outcome	By rebranding WMU to Digital Government University, program officials, acquisition officials, IT officials, legal officials and others will be able to use citizen engagement, challenges, social/new media, plain language and the tenets of good customer service when launching initiatives within government. We anticipate that programs government-wide will benefit from having access to this valuable low and no-cost training.
Initiative: Co-lead the .gov Reform Initiative	
Service	Customer experience
Description	<p>The dot-gov reform initiative will improve the service the government provides to the public by reducing redundant or outdated domains. When we eliminate the redundancies, the public can find and access information on federal websites quicker and easier. In addition, we can leverage knowledge and experience from outside government to ensure the best ideas surface for a national Web strategy.</p> <p>As part of the .gov Reform initiative, the Office of Citizen Services and Innovative Technologies managed the National Dialogue on Improving Federal Websites. People from around the country, including web experts, citizens, industry, and academia submitted over 400 ideas to help us better understand how the public wants to interact with government online and what we can do to improve.</p>
Customers	Federal, state and local government program officials, IT officials, Web and new media managers; public
Challenges	<p>Educating program managers government-wide on best practices for web initiatives</p> <p>Limited resources to develop tools to assist agencies in responding to the Customer Service Executive Order</p> <p>Bringing together the IT and web communities to create web strategies that provide secure access to government information and services to the public</p>
Outcomes	This initiative will inform decision makers about what the public and other web experts expect when interacting with federal websites, and recommendations for improving our online presence. It is anticipated that this will improve service and the experience the public has when accessing government information.

Appendix B: Delivering innovative solutions to accommodate customer needs

Delivering innovative solutions to accommodate customer needs	
Initiative: Delivering a Strategic Sourcing Program that enables cost effective solutions	
Service	Acquisition vehicles
Description	Strategic Sourcing Program orchestrates agreements between our federal and business partners, establishing acquisition solutions that leverage agency spending across government, driving more competitive pricing and enabling the federal community to realize significant savings (\$10.2 million to date).
Customers	Federal agencies and other authorized organizations
Outcomes	Improving the strategic sourcing program will continue to realize significant savings.
Initiative: Increasing SmartPay Program Use to obtain additional refunds and decrease administrative costs.	
Service	Acquisition vehicles
Description	SmartPay Program: Establishing and overseeing a set of master contracts that allow federal agencies to get purchase cards for their employees.
Customers	Federal agencies and other authorized organizations; state and local governments
Outcomes	Increase use of SmartPay—will lead to an increase in earned refunds and potentially significant administrative savings beyond the \$1.7 billion per year experienced today.
Initiative: Instituting Lease Reform	
Service	Workspace solutions
Description	The purpose of this initiative is to improve the lease acquisition experience by streamlining, standardizing, and simplifying the GSA leasing process, policies and procedures for our customers, regions, business lines and the private sector. It is intended to provide consistency among regions and enhanced flexibility to allow for GSA associate innovation in positively and proactively addressing customer needs.
Customers	Federal Agencies, Local/State organizations, Businesses, Employees, Citizens
Challenges	How to address the impact of reduced federal agency budgets on real estate decisions and shift the ratio of owned to leased space in favor of owned. Provide solutions that meet the goals set forth in Executive Orders and OMB directives as well as facilitate the accomplishments of federal agency missions.

Outcome	Lease reform aims to reduce project cycle time, increase productivity, enhance project delivery, meet and manage customer expectations, increase competition, and improve communication among all project stakeholders.
Initiative: Creating new channels to better serve the public: Mobile apps and e-Publications	
Service	Citizen services
Description	<p>Mobile Apps: The USA.gov Mobile Apps Gallery was built in June 2010, at a time when mobile development in the government was very nascent. OCSIT led the coordination efforts, communicating with agencies to identify high-value apps and mobile sites, organized the apps, presented them through USA.gov, and tracked the performance of each. In January 2011, GobiernoUSA.gov launched a Spanish-language version of the mobile gallery.</p> <p>e-Publications: OCSIT plans to create the one-stop shop for no-cost government publications important to educating the consumer. These pubs will be available to print or download in their e-reader of choice.</p>
Customers	Key customer groups for OCSIT are the 308 million U.S. residents and businesses. This includes seniors, veterans, teachers, students, kids or anyone who needs information from the federal government. Other federal agencies also seek information and services from OCSIT in the form of best practices, participation in communities of practice and training.
Challenges	Limited funding and internal resources with necessary skills.
Outcomes	<p>The USA.gov Apps Gallery highlights the most useful, high-impact mobile apps and sites from the government. By aggregating and organizing government apps, USA.gov makes it easy to get government information and services on any device.</p> <p>The public has access to government publications in print and electronically in downloadable formats. In addition, this reduces the environmental footprint.</p>
Initiative: Integrating consumer websites into USA.gov and GobiernoUSA.gov	
Service	Citizen service
Description	To ensure that as many people as possible have access to the high-value consumer information created in OCS/FCIC, the content for all websites is being integrated into USA.gov and GobiernoUSA.gov.
Customers	Key customer groups for OCSIT are the 308 million U.S. residents and businesses. This includes seniors, veterans, teachers, students, kids or anyone who needs information from the federal government. Other federal agencies also seek information and services from OCSIT in the form of best practices, participation in communities of practice and training.
Outcomes	<ul style="list-style-type: none"> ● Build on the strength of the USA.gov brand and Google page rank. ● Make it easier for the public to find consumer information on USA.gov. ● Make it easier for the public to interact with the government via an improved directories section on USA.gov.

	<ul style="list-style-type: none"> • Better integrate content across the print and Web channels, making it easier for members of the public to find answers to their questions in a format they choose. • Remove duplication of content across the multiple websites, thus helping avoid confusion on the part of the public by giving them a single-source to go to. • Increase internal efficiency by better integrating OCSIT website personnel.
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Initiative: Enhancing OPRC.gov (Open Policy Resource Center) for collaboration

Service	Government-wide Policy
Description	The Open Policy Resource Center is a Web portal that provides positive support to customer agencies through a transparent, participatory approach, which recognizes that limited resources require a collaborative effort. OPRC.gov allows agencies participate in the FMR lifecycle and knowledge management process.
Customers	The public, federal agencies, state and local government and private businesses
Outcomes	Improved policy development through improved engagement with the agencies.

Initiative: Creating Reginfo.gov to bring transparency to agency's regulatory plans.

Service	Government-wide Policy
Description	Regulatory Information Service Center establishes the Reginfo.gov website to assist users who want to find federal regulatory information. Federal regulatory agendas and regulatory plans describe the regulatory activity in 60 federal departments and agencies; rules under review by OIRA; reviews of information collections and a complete inventory of currently approved information collections.
Customers	The public, federal agencies, state and local government and private businesses
Outcomes	This will improve the transparency of the federal regulatory process.

Initiative: Creating GSA-wide IT Self-Service Campaign

Service	GSA IT Capabilities
Description	GSA-wide IT Self-Service Campaign will directly connect the customer to IT self-help resources in a central repository.
Customers	GSA employees
Challenges	High employee engagement with the GSA IT Service Desk but low awareness of alternate service models such as self help.
Outcomes	This program is intended to improve service that OCIO provides to GSA employees by providing improved self service.

Initiative: Creating GSA-wide IT Orientation Package

Service	GSA IT Capabilities
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Description	GSA-wide IT Orientation Package will create an effective employee orientation process.
Customers	GSA employees
Challenges	Low employee awareness of IT products and services such as ongoing maintenance issues.
Outcomes	Increase awareness of IT products and services and give them the tools they need to do their jobs; increased employee engagement.
Initiative: Communications-Focused Business Intelligence (BI) Analytics and Targeted Customer Engagement	
Service	GSA IT Capabilities
Description	OCIO will use BI to better understand the customers needs for assistance thereby allowing them to target communication for specific problem areas.
Customers	GSA employees
Challenges	A high employee engagement with the GSA IT Service Desk, but low employee awareness of alternate service models, such as self-help. Limited employee awareness of IT products and services (i.e. ongoing maintenance and upcoming initiatives).
Outcomes	Reduce volume of agency-wide emails with an increase in targeted communication. (For example, target only users of a particular technology for maintenance periods.) Reduce the number of service desk contacts by providing targeted communication when an application or system is unavailable. Increase customer intimacy by requesting survey and application-specific information to increase system usability.
Initiative: Launching mobile GSA.gov website	
Service	GSA Web Presence
Description	Mobile GSA.gov website will launch a mobile version of its website, GSA.gov. The site will enable GSA to deliver content specifically crafted for smartphones and tablets.
Customers	The public, federal agencies, state and local governments, private businesses, and media.
Challenges	Because GSA has so many diverse stakeholders with a variety of needs, it is challenging to quickly get customers to the information that they are seeking, or making them aware of the information that is available.
Outcomes	GSA's customers will have access to the valuable information available through mobile devices. This supports GSA's position on mobility and allows customers to have access anytime, anywhere.
Initiative: Revamping newsroom redesign	
Service	GSA Web Presence
Description	Newsroom Design is revamping GSA's online newsroom to improve the delivery

	of agency news to media outlets and the public.
Customers	The public, federal agencies, state and local governments, private businesses, and media
Outcomes	Improve awareness of GSA's news to the public and media.
Initiative: Creating virtual architecture and fine arts tours on GSA.gov	
Service	GSA Web Presence
Description	Create Virtual Architecture and Fine Arts Tours on GSA.gov provides virtual tours of federal buildings, allowing the public to view these building and their artwork
Customers	Public, media, GSA employees
Outcomes	GSA's vast collection of artwork and federal buildings is a testament to their creativity and dedication to design excellence. By making these treasures available online, the public and GSA employees can "see" their government at work and feel pride in its efforts in this area. Learning is increased significantly when content is put into pictures.

Appendix C: Establishing customer service standards and assessment measures

Establishing customer service standards and assessment measures	
Initiative: Using the GSA Performance Management System to create and launch the Performance Measures Portal	
Service	Enterprise
Description	<p>Recognizing that performance across GSA was being tracked in multiple separate locations, and that cross-enterprise discussions about performance were inefficient as a result, representatives from CFO, CIO, CPO, FAS, OCR, OCSIT, OERR, OGC, OGP, OSBU and PBS came together to create an inventory of performance measures. This Measures Catalog will contain detailed information about our performance measures based on information provided by members of the performance management community in over twenty data fields.</p> <p>The Measures Catalog will be searchable by key word to aid in inquiry, understanding and reporting. This catalog is under development using an application created within force.com. It will soon be available to all GSA employees and will serve as the definitive guide to all the core measures in the Agency.</p>
Customers	GSA officials at all levels
Outcomes	Through the Performance Measures Catalog, program managers across GSA will be able to fine tune the measures that they use to determine success. GSA leadership will be able to assess customer service measures across GSA and bring some consistency to them.

Appendix D: Sharing best practices

Sharing best practices	
Initiative: Leveraging best practices between GSA's Assisted Acquisition Services, federal agencies, the private sector and stakeholders.	
Service	Acquisition vehicles
Description	Assisted Acquisition Services Program creates a strategic partnership across Assisted Acquisition Services, federal agencies, the private sector and key stakeholders for cooperation, collaboration, openness and transparency for innovation in acquisition, and sharing of best practices to improve program and mission outcomes.
Customers	Federal agencies and other authorized organizations; state and local governments
Outcomes	Improve understanding of customers through the use of collaborative technology platforms
Initiative: Support Open Government and Citizen Engagement Through Tools, Best Practices and Training	
Description	OCSIT supports the ongoing use of tools to create dialogues and contests. The tools that support open government and citizen engagement are Challenge.gov and the Citizen Engagement Platform. As we move forward, we will improve the features and functions of these tools and share best practices and training.
Customers	Federal agencies and officials from all disciplines
Challenges	Limited funding and resources.
Outcomes	<ul style="list-style-type: none"> ● Increase open government and drives innovation. ● Build the capacity within federal, state and local governments to execute contests and dialogues to leverage expertise outside of their organization and solve government's most pressing problems. ● Save federal agencies valuable time and resources by providing access to no-cost, policy-compliant tool platforms for contests, blogs, wikis and forums. ● Offer agencies the centralized expertise and community of practice managed and the advantage of learning from the experiences of other agencies.
Initiative: Launching <i>HowTo.gov</i> to provide best practices in customer service (including web and contact centers) to federal agencies	
Service	Customer experience
Description	Integrating all agency-facing websites that provide tools, training, best practices and information on the use of innovative technologies to improve the experience when the public interacts with government.
Customers	Government program managers, Web and new media staff, CIOs and IT staff,

	contact center staff, senior leaders, open government officials, and anyone working to improve government customer service and public engagement through digital and other interactive tools.
Challenges	Limited resources
Outcomes	<ul style="list-style-type: none"> • Eliminated two websites by streamlining the number of websites from three to one • Improves the customer experience by simplifying the experience and creating content in the “how to” format • Increases open government and drives innovation. • Builds the capacity within federal, state and local governments to execute contests and dialogues to leverage expertise outside of their organization and solve government’s most pressing problems. • Saves federal agencies valuable time and resources by providing access to no-cost, policy-compliant tool platforms for contests, blogs, wikis and forums. • Offers agencies the centralized expertise and community of practice managed and the advantage of learning from the experiences of other agencies.
Initiative: Improving federal websites through <i>First Fridays Program</i>	
Service	Customer experience
Description	First Fridays tests government websites twice per month using all inhouse resources. Many agencies participate as participants and observers to learn and build this capacity within their agency.
Customers	Government program managers, Web and new media staff, CIOs and IT staff, contact center staff, senior leaders, open government officials, and anyone working to improve government customer service and public engagement through digital and other interactive tools.
Challenges	<ul style="list-style-type: none"> • Changing organizational resistance to how we develop websites and apps • Communicating the return on investment for small, incremental change and how that affects the customer experience • Educating agencies on the importance of focusing on the most important tasks to be completed on the website first
Outcomes	<ul style="list-style-type: none"> • Improves the usability of federal websites. • Builds the capacity to conduct usability testing within agencies. • Provides great value to the agencies with First Fridays, no cost testing for federal websites.