THE ULTIMATE GUIDE TO GOVERNMENT CX

Insights from 6 Leaders Working to Transform
Government Service Delivery

salesforce

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"A partner who is as customer-centric as your organization is the true North Star to modernization success."

Use Customers' Needs to Drive Modernization Strategies

John D. Conley

Regional Vice President for Public Sector, State and Local, Salesforce

Transforming the way governments serve the public is about more than choosing the right technologies. This level of change requires agencies to rethink how they engage their customers – from citizens and external partners to the frontline employees assisting the public.

They first have to understand their customers – what they need and how they'd like to interact with government services. These insights are what drive modernization and help agencies find the right tools to effectively cater to the unique needs of their customers.

Establishing the right modernization pathways to improving digital services – whether it's a mobile app or 311 phone system, for example –leads to the greatest mission impact. Many agencies today are already benefiting from the Salesforce CRM, but they're also using this powerful platform to break down silos and unite teams to deliver personalized engagement.

Having better customer engagement means that you're assisting people on their timeframe in a location that is convenient to them, including mobile. So, whether that's a self-service channel or social media assistance, having that engagement directly corresponds to an agency's program or mission impact.

Better engagement can also increase compliance in certain instances. For example, a growing number of governments are using chatbots to provide round-the-clock assistance to customers. These automated bots can help them initiate required paperwork for the services they need or answer questions about a process and what they're required to do. But one of the biggest hurdles that prevents agencies from fully embracing better CX through improved technology delivery is a legacy mindset.

As technology evolves, government should be an incubator for innovation. For example, through partnerships with Salesforce,

government entities have built out their 311, or contact center, capabilities to empower citizens to connect with the government about various issues. Salesforce is also joining forces with cities to modernize their social safety net programs in a way that puts the citizens' needs first. That means considering the customer journey and their pain points, as well as the fact that mobile options are no longer a nice-to-have but an expectation.

When it comes to CX, agencies must pick the right platform that gives them the flexibility to unify teams across the organization and collectively improve customer experience, and that's what is driving government collaboration with Salesforce. All agencies have customers, and the goal should be to provide the best possible service and engage them early and often throughout the process.

TAKEAWAY:

Customers are the lifeblood of government organizations, and to better serve the public, agencies must understand their pain points and how technology can drive better services and engagement.

LEARN MORE

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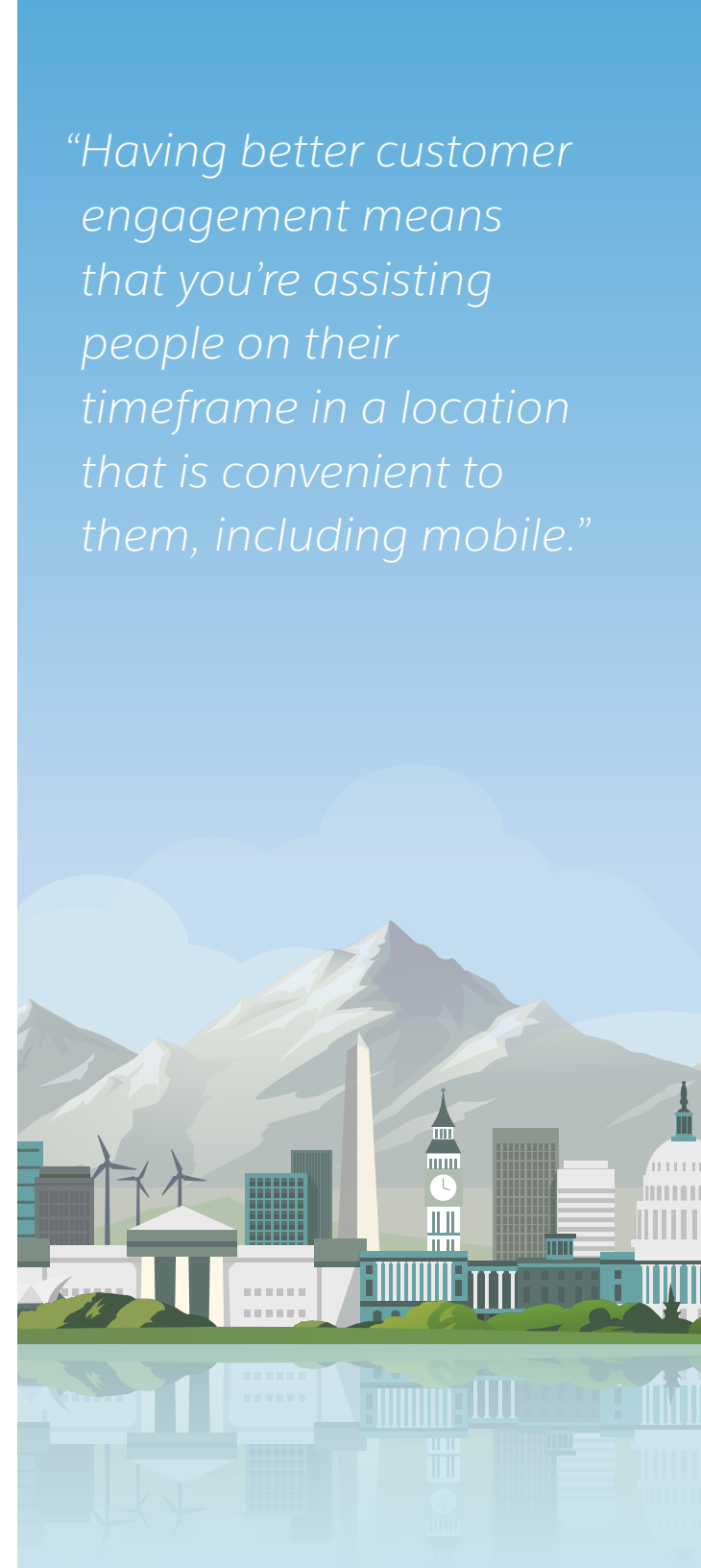
Empower your Employees to Deliver Better Service

Dan Davis

Senior Vice President for
Public Sector, Federal
Civilian, Salesforce

Over the last couple years, more and more federal agencies have openly acknowledged their desire to transform and improve overall customer engagement and associated outcomes. Becoming "more engaging" requires a focus on the "intersection" between the provider of service and the end-user. This "intersection" is what supports the overall customer experience.

Providing an integrated digital experience and delivering seamless customer service requires a new level of collaboration and business process optimization resulting in less frustration for government employees. Supporting the frontline agent with a 360-degree view of all interactions on the Salesforce platform helps employees be more productive and efficiently provides great service, which fuels pride in a job well done and improves overall agency morale.

Empowering employees to deliver a better user experience requires an investment of resources and ongoing support from leadership. Leaders should promote employees who take pride in the service experience and engage them to prioritize ideas for improvement, such as deploying new tools in support of frontline outcomes or changing a legacy process.

All parties involved in the transformation of a federal agency need to recognize that transforming, by design, is not a comfortable place. Innovation is often not rewarded in early stages as it requires a new feedback loop, associated changes/failures and perseverance to trust (and in some cases coach) your dedicated people.

Most would certainly agree that great customer engagement is a team sport requiring participation from every stakeholder involved in the service delivery. This team requires active participation from not only IT, but procurement, systems security, business owners, legal, systems integrators and appointed officials.

Breaking down traditional silos and barriers associated with government systems deployment and embracing the organization more broadly reveals the real trailblazers and new ideas in our market.

Agency leadership can send a clear message that improving overall customer-centricity is not just an IT objective or from one specific line of business, but rather a top priority for every stakeholder.

TAKEAWAY

In the end, engaged employees will deliver better service because they were able to participate in setting the course for their own effectiveness.

SEE HOW

"Leaders should promote employees who take pride in the service experience and engage them to prioritize ideas for improvement, such as deploying new tools in support of frontline outcomes or changing a legacy process. "

Provide Transparency, Gain Trust

Casey Coleman

Senior Vice President
of Global Government
Solutions, Salesforce

We count on government to deliver important services and programs that contribute to flourishing communities, families, and individual lives. That means, we count on those services to be there when we need them. Most of the time, we only notice when something goes wrong. When it does, an important societal pact is jeopardized. We lose trust.

Every year, Edelman issues "The Trust Barometer," a survey that measures the American public's trust in large institutions. Between 2017 and 2018, the trust score for the government dropped from 47 to 33 percent.

Let's take that decrease seriously. Trust is the currency of the government. It's what gives government organizations legitimacy and credibility. But often, the reason for the decline in trust comes from our heightened expectations because of the way commercial services engage us. As customers and consumers, we can do our shopping, banking, planning and everything else online, with personalized apps that are easy to use, and available on our time frame. We expect government to operate the same way.

Government agencies aren't traditionally organized around customers because historically, technology was built with process rather than people in mind. At the time when many systems were established, these technologies made sense for the citizens being served, but as the various groups and processes have changed, so too should the technology. It's time for departments to move beyond silos and outdated systems. It's time to put people first, employees included.

As a former government CIO, I have much empathy and admiration for the trailblazing agencies working toward that goal. It's certainly not easy!

It's not just about delivering new technology. Rather, the solution starts with creating a cultural AND technological shift. The first step is to take care of the basics–execute core functions and programs well. This means applying a certain rigor to fundamental tasks, from security hygiene to managing large vendor ecosystems. When routine work is managed routinely, it frees up time and energy for more transformational work.

Then, think about how to make customer engagement as effortless, informed, and satisfying as possible. Put yourself in the customer's seat–how do they want to get information? What makes the process easier? Begin with the end in mind.

Technology used to be a limiting factor, but that's really no longer the case. If we can re-imagine it, technology can probably make it a reality.

For your transformation bets, you want the right partner to see it through with you. Choosing a cloud service provider is a commitment on your part, and you want to know that provider is just as committed. Through this shared commitment you can find alignment on priorities, values, and mission needs.

The final, and most vital, ingredient is a few change agents with a vision and passion– Trailblazers–who will drive the cultural transformation.

TAKEAWAY

Public expectations have indeed gone up. As citizens, we expect government to meet the same standard as the companies we choose to do business with. This is a high bar, but there are many inspiring stories of departments and programs meeting, and exceeding, those expectations. When citizens experience those incremental improvements, they begin to recognize the real and ongoing benefits, which generates real and ongoing trust.

START YOUR JOURNEY

"It's not just about delivering new technology. Rather, the solution starts with creating a cultural AND technological shift."

Meet your Customers on Their Preferred Channels

Eva Skidmore

VP of Global Public Sector
Marketing, Salesforce

The decisions made by government in the early phases of the Fourth Industrial Revolution will lay the foundation of technology for years to come, so having a shared vision is critical. Government agencies recognize that a unified goal is the best way to move forward not only quickly, but with a process that is scalable.

What comes next is determining which technology and partners will help to move forward the shared mission of federal agencies, while taking into consideration how technology influences both people and process. It's a difficult balance to strike, but at the heart of this technological movement is the needs of the citizen. The more we consider ways in which public sector can better engage and serve the people, the more effective government services will be in the digital age.

What makes this relevant is that citizens are already living their lives in a mobile, social and digital world with technology that enables them to do things anywhere, at any time with any mobile device. In contrast, government remains reliant on outdated legacy systems and processes.

The question then becomes how do we influence leaders to think differently about mission in the context of digital transformation? Some worry that by prioritizing innovation, while emphasizing citizen experience, the public servant will suffer. But, in the words of Margaret Weichert, Deputy Director, OMB; "Technology is not to replace people but to shift people to high value work."

From an actionable perspective, the mindset of transformation should actually be to shift rather than to change.

One way we can take this action is by analyzing all the valuable data available about our constituents, be they employees or citizens. Then look at where automation can reduce the amount of time an employee spends on a given task, so they can shift their attention to answering a citizen question more directly, via Twitter, for example. Data is the driver for decision makers in creating real-time responsive citizen services and assistance, if used correctly.

As an organization that has tried to do this at an enterprise level, and in turn, help other organizations accomplish this, we are particularly excited about helping organizations connect to your customers in smart and innovative ways.

Government is the original innovator. It's time to shift the national perception away from government as a technological laggard to that of an entity on the pulse of forward-thinking technology, such as AI and biometrics. It's clear from the discussions on customer experience that meeting people on their preferred channels is the next big shift is top of mind for leadership.

TAKEAWAY

The future is now. For each of us in public sector, regardless of level, the opportunity to exceed citizen service expectations and to enhance digital experiences is already in motion. With the customer in mind, we must begin to look at how we can simplify points of entry to government service and engage those customers on their preferred channels throughout the lifetime of our relationship with them.

READ MORE

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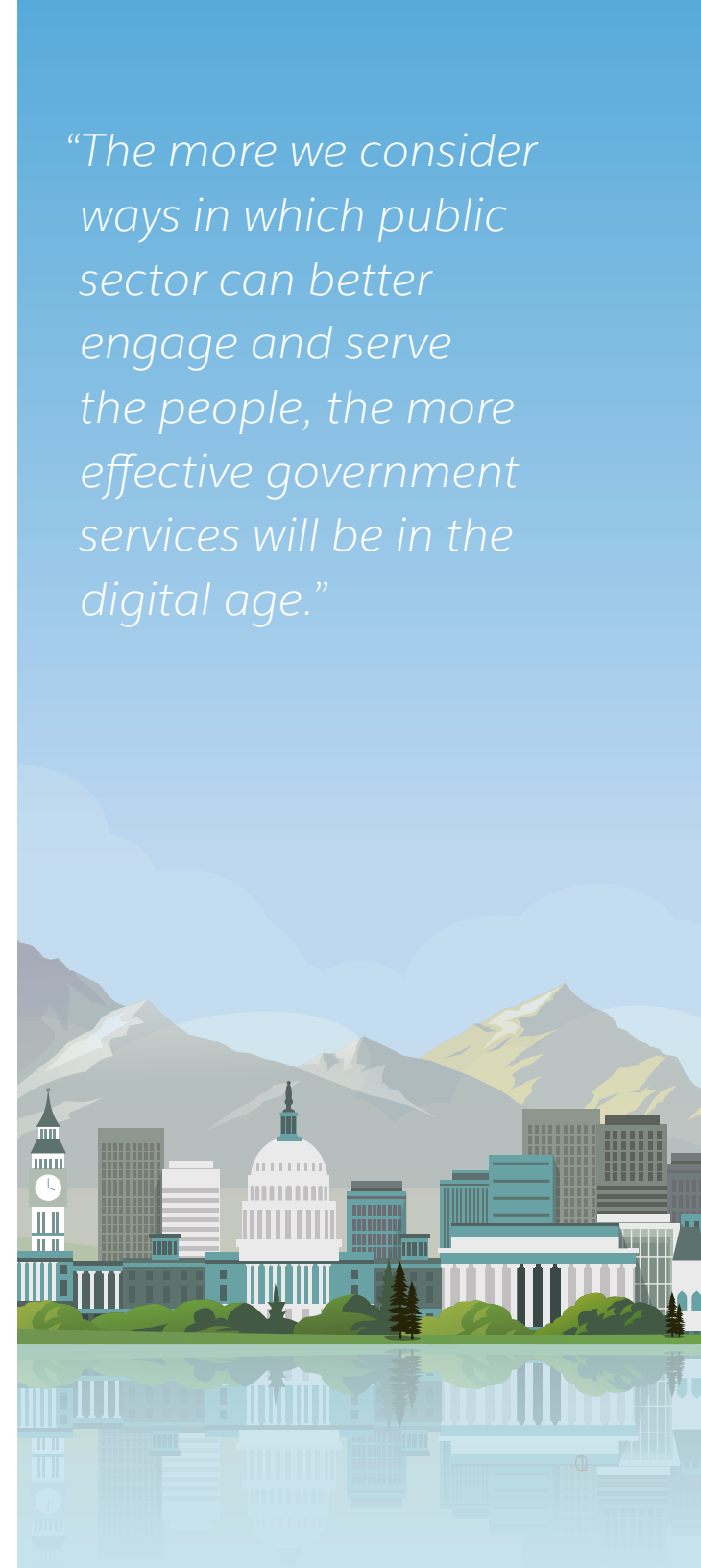
Leverage Low-Code App Development to Scale CX Success

Darryl Peek

Senior Manager for Public Sector, Salesforce

The time is now to lower the barrier of entry for government agencies to deliver exceptional experiences. Although agencies understand the importance of CX, many still struggle with how to integrate it within and across programs. Utilizing a cloud platform that accounts for the many ways in which stakeholders interact with your agency is a sure way to deliver vital services.

The right platform, like the Salesforce Customer 360 for Government, provides you with the foundational elements of solution architecture helping you expand your approach to CX through process automation, artificial intelligence, and API-led integration. This means you achieve target outcomes while delivering great service.

We often are unable to quickly pivot due to the lack of insight we have of our customers. Using a feedback approach creates remarkable visibility into your engagement effectiveness. Pinpointing how programs, services, and resources are accessed, used, and shared, from the viewpoint of the customer, helps you continuously improve. Salesforce apps allows you to build surveys right into workflows across the entire customer journey, providing an ever-clear view into what you are doing right and what needs to change.

When you pair process automation of legacy IT functions with repeatable, scalable success for application development, it opens up many possibilities for innovation across departments. If you use one app to optimize inspection scheduling, your HR teams may customize it for recruitment scheduling purposes.

You can track core processes, end-to-end, to discover gaps and ways to improve outcomes. Scheduler allows you to see the number of appointments that have been requested, rescheduled, canceled, and completed for all or any part of the organization. Given the schedule demands of agency resources, this is a significant value add.

Technical and compliance risks are plaguing many organizations, causing them to be reactive rather than proactive when things go wrong. Automation of high-volume workflows gives organizations the ability to achieve compliance and quality measures by ensuring areas of high-potential risks are addressed across the enterprise simultaneously.

Business rules can be built into all three of our new apps, which ensures compliance goals are met while freeing staff to perform high-value work that resonates with their skills and specialties. A win-win across the board and another way agencies can continue to foster trust with those they serve.

TAKEAWAY

We are embarking on an era where exceptional customer service is expected by stakeholders and citizens. The ability to increase the trust of users, stakeholders and citizens is through purposeful engagement, achieved by utilizing applications that empower all parties across the value spectrum.

GET INSIGHT

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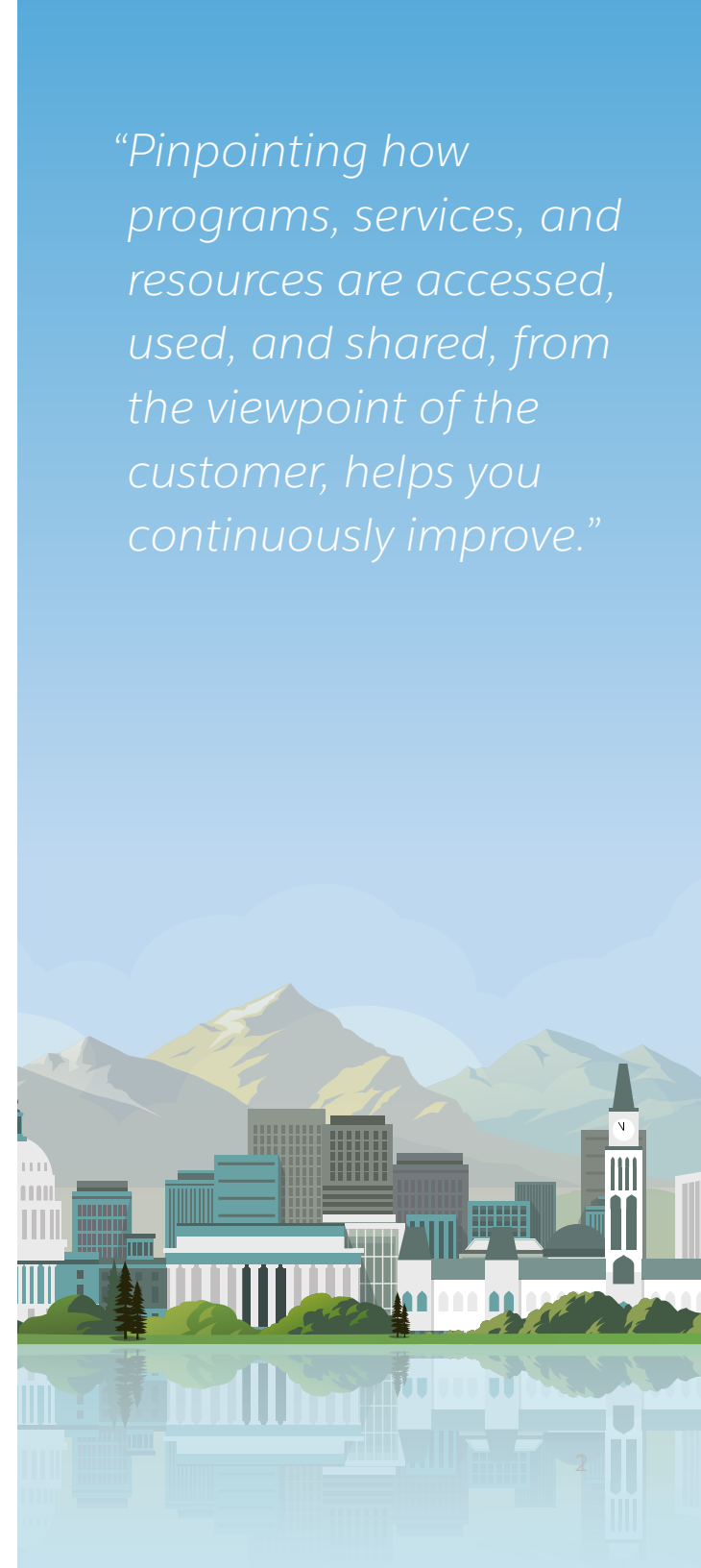
Learn from the Success of your Peers

Tommie Fern

Senior Vice President for Public Sector, State and Local, Salesforce

We have heard many times from government leaders that the best learning comes from their peers; the organizations who have pioneered a new process or technology, who have embraced change and navigated the complexities that come with it, who are the driving force behind improved service delivery and employee engagement.

One of those leaders, who we call Trailblazers, is the City of Los Angeles Metro. I have some best practices to share from their cloud deployment that can hopefully help with your own digital transformation success.

If you're not familiar, LA Metro is one of 27 transit systems moving LA County's 10 million people. Their team layered Salesforce on top of their physical IT infrastructure in order to enable TAP cards – LA's regional transit card – to interface with more modern transportation services (like Metro Bike Share, electric car charging stations, toll road payment system). Think of it as similar to, say, an EBT card working as a form of payment at any number of grocery stores.

This strategic approach turned LA's transit cards into a wide range of uses through 'transit accounts' and opened up many new benefits for customers.

EMBRACE CHANGE

While many industries have seen a fair amount of disruption over the recent years (membership clubs like Stitch Fix in the retail space, people-to-people digital wallets like Venmo in banking) perhaps no industry was redefined as much as transportation. Ride-sharing took the industry by storm, and is poised to do so again with expansions into areas like food delivery, autonomous vehicle testing, and more.

Instead of being taken aback by this phenomenon, or doubling down on a dated business model, LA Metro adapted. They used the cloud to map in these newer services, effectively expanding the service portfolio (without the cost of adding extra routes, staff, train cars, buses, etc.) and delivering a better customer experience (check out the loyalty program Metro launched as a result of this work).

This is the kind of route more organizations should take when the next smartphone-ready, app-based business model starts to surface – find an element of flexibility, and apply it in a way that keeps the mission relevant.

BE CUSTOMER-CENTRIC

In working with us on this case study, LA Metro spoke a bit about the "first and last mile" – the distance between someone's home and the transit station, transit station to final destination. This was a big driver behind mapping in Bike Share services; how to make the first and last mile easier.

The traditional transit organization is concerned about its on-time performance, its cleanliness, its overall service. But with this mentality, LA Metro is equally as concerned about the journey. It's thinking about the fact that riders interact with transit services regionally, not system by system, and making decisions accordingly.

Metro wasn't required to find a way to integrate other modes of transportation; there is no state mandate or budget line item. But the team knew that by internalizing a regional, customer-first mentality,

they would be better equipped to provide the kind of services that attract customers off the highways (a real thing, in LA, as I am sure you know) and into public transit. They knew they would be better equipped to – again – keep the mission relevant.

KEEP IT SIMPLE WITH THE CLOUD

To enable the TAP card to interface with all these additional services, LA Metro could have stood up a new server for each and every system to which it wanted to connect. But instead, the team took a cloud-based approach, using API-connectivity to integrate with any app, data source, or device.

This allowed Metro to start anywhere – stand up a connection like the Bike Share program, see how it goes, (they recorded 1,000 new Bike Share customers on day one, by the way), and then layer on new capabilities that help the team grow without sacrificing the ability to scale.

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