



U.S. DEPARTMENT OF LABOR

Office of Workers' Compensation Programs (OWCP)

# DEEOIC Customer Experience Program

**Division of Energy Employees Occupational Illness Compensation**

JOTG Webinar Series

October 26, 2022



# Objectives

- Discuss what customer experience (CX) is
- Provide an overview of the DEEOIC Customer Experience Program
  - High Impact Service Provider (HISP)
  - Roles and responsibilities of the CX team
  - Completed initiatives/projects
- Future initiatives/projects
  - Website updates/improvements
  - Focus groups



# Presenter Introductions

**Allison Spencer** –  
Stakeholder Engagement  
Analyst, Branch of  
Outreach and Technical  
Assistance (BOTA)





# Presenter Introductions

**Lizzie Ackerman** –  
Customer Experience  
Strategist, Branch of  
Outreach and Technical  
Assistance (BOTA)





# What is Customer Experience?



The sum of all the interactions that a customer has with an organization over the life of the relationship with that customer.



# Isn't that Customer Service?

- Customer service is....

Assistance and advice provided by a company to those people who buy or use its products or services (Oxford English Dictionary)

- Customer service is just one element of customer experience





# Why Customer Experience?

“Our Government must recommit to being “of the people, by the people, [and] for the people” in order to solve the complex 21st century challenges our Nation faces. Government must be held accountable for designing and delivering services with a focus on the actual experience of the people whom it is meant to serve. Government must also work to deliver services more equitably and effectively, especially for those who have been historically underserved. Strengthening the democratic process requires providing direct lines of feedback and mechanisms for engaging the American people in the design and improvement of Federal Government programs, processes, and services.”

Executive Order 14058 - Transforming Federal Customer Experience and Service Delivery To Rebuild Trust in Government



# High Impact Service Provider Designation

- In Fiscal Year 2019, the Office of Management and Budget identified the Office of Workers' Compensation Programs (OWCP) as a High Impact Service Provider (HISP) due to the importance of the services provided.
- All High Impact Service Providers are required to implement the guidance in OMB Circular A-11 Section 280 (Managing Customer Experience and Improving Service Delivery)
  - Quarterly reporting on customer feedback/surveys
  - Action plans
  - Capacity assessments





# Office of Workers' Compensation Programs (OWCP)

OMB CIRCULAR A-11 PART 6 SECTION 280

FALL 2021 / FY2022

## Designated High Impact Service Providers

|   |  |  |  |  |
|---|--|--|--|--|
| <br><b>Department of Agriculture</b> <ul style="list-style-type: none"> <li>1 Farm Services Agency</li> <li>2 Forest Service</li> <li>3 Food and Nutrition Service</li> <li>4 Natural Resource Conservation Service</li> <li>5 Rural Development</li> </ul> | <br><b>Department of Health and Human Services</b> <ul style="list-style-type: none"> <li>10 Centers for Medicaid and Medicare Services</li> </ul>  | <br><b>Agency for International Development</b> <ul style="list-style-type: none"> <li>20 Agency for International Development</li> </ul>   | <br><b>Social Security Administration</b> <ul style="list-style-type: none"> <li>28 Social Security Administration</li> </ul>                         | <br><b>Department of Veterans Affairs</b> <ul style="list-style-type: none"> <li>33 Veterans Benefits Administration</li> <li>34 Veterans Health Administration</li> </ul>  |
| <br><b>Department of Commerce</b> <ul style="list-style-type: none"> <li>6 Census</li> <li>7 United States Patents and Trademarks Office</li> </ul>   | <br><b>Department of Homeland Security</b> <ul style="list-style-type: none"> <li>11 Citizenship and Immigration Services</li> <li>12 Customs and Border Protection</li> <li>13 Federal Emergency Management Agency</li> <li>14 Transportation Security Administration</li> </ul> | <br><b>Department of Labor</b> <ul style="list-style-type: none"> <li>21 Employment and Training Administration</li> <li>22 Employee Benefits Security Administration</li> <li>23 Occupational Safety and Health Administration</li> <li>24 Office of Workers' Compensation Programs</li> </ul> | <br><b>Department of State</b> <ul style="list-style-type: none"> <li>29 Passport Services</li> </ul>   | <br><b>Cross-Agency Coordination</b> <ul style="list-style-type: none"> <li>35 Recreation.gov</li> </ul>  |
| <br><b>Department of Education</b> <ul style="list-style-type: none"> <li>8 Federal Student Aid</li> </ul>   | <br><b>Department of Housing &amp; Urban Development</b> <ul style="list-style-type: none"> <li>15 Housing and Urban Development</li> </ul>  | <br><b>Office of Personnel Management</b> <ul style="list-style-type: none"> <li>25 Federal Employment Services</li> <li>26 Retirement Services</li> </ul>   | <br><b>Department of Transportation</b> <ul style="list-style-type: none"> <li>30 Build America Bureau</li> </ul>                                    | <p>The included entities are identified as High Impact Service Providers (HISPs) and are subject to OMB Circular A-11 Section 280 activities including an annual enterprise-wide CX capacity assessment and action planning, designation of at least two high impact services, improved performance management for designated services, customer feedback collection and public reporting.</p> |
| <br><b>General Services Administration</b> <ul style="list-style-type: none"> <li>9 USA.gov</li> </ul>  | <br><b>Department of the Interior</b> <ul style="list-style-type: none"> <li>16 Bureau of Indian Affairs</li> <li>17 Bureau of Trust Funds Administration</li> <li>18 Fish and Wildlife Service</li> <li>19 National Park Service</li> </ul>                                    | <br><b>Small Business Administration</b> <ul style="list-style-type: none"> <li>27 Small Business Administration</li> </ul>   | <br><b>Department of the Treasury</b> <ul style="list-style-type: none"> <li>31 Treasury Department</li> <li>32 Internal Revenue Service</li> </ul> | <p><a href="https://performance.gov/cx/">https://performance.gov/cx/</a></p>    |



# What We Measure

| Customer Experience Drivers                        | Driver Sub-Categories   |
|--|---|
| Service Quality                                    | <b>Service Effectiveness / Perception of Value</b><br>My need was addressed / My issue was resolved. /<br>I found what I needed. / My question was answered.                          |
|  | <b>Ease / Simplicity</b><br>It was easy to complete what I needed to do. /<br>It was easy to find what I needed.  |
| Process  | <b>Efficiency / Speed</b><br>It took a reasonable amount of time to do what I needed to do. / I<br>found what I needed on the site quickly.   |
|  | <b>Equity / Transparency</b><br>I was treated fairly / I understand what was being asked of me<br>throughout the process.   |
|  | <b>Employee Interaction / Warmth / Helpfulness / Competence</b><br>Employees I interacted with were helpful. / The Call Center<br>Representative was committed to solving my problem. |
| People<br><i>(If applicable for a transaction)</i> |   |



# CX at DEEOIC – What We Do

- **Collect and analyze customer feedback gathered through a variety of methods**
  - Paper surveys at different points in the customer journey
  - Paper survey available at Resource Centers
  - Paper survey available after in-person outreach events
  - Electronic survey after webinars
  - Ongoing web survey in Energy Document Portal (EDP)
  - Ongoing automated phone survey
  - 1-1 phone interviews



# CX at DEEOIC – What We Do

- **Develop strategies and make recommendations to achieve the desired customer experience**
- **Collaborate with DEEOIC Branches to ensure all public facing material is concise, informative, and written in plain language**



Office of Workers' Compensation Programs (OWCP)

# Example Survey

U.S. Department of Labor

Office of Workers' Compensation Programs  
Division of Energy Employees Occupational Illness Compensation  
200 Constitution Ave., NW, Room C-3321  
Washington, D.C. 20210



Over →

### CUSTOMER EXPERIENCE SURVEY

Please indicate your answers to the statements below by circling a response.

|  | Outstanding    | Above Average             | Average          | Below Average   | Poor              | N/A |
|--|----------------|---------------------------|------------------|-----------------|-------------------|-----|
| Please rate your experience with DEEOIC as an Authorized Representative.   | 5              | 4                         | 3                | 2               | 1                 | n/a |
|  | Strongly Agree | Agree                     | Neutral          | Disagree        | Strongly Disagree | N/A |
| I trust DEEOIC to fulfill our country's commitment to nuclear workers and their families.                                | 5              | 4                         | 3                | 2               | 1                 | n/a |
| I understand my role and responsibilities as an Authorized Representative.   | 5              | 4                         | 3                | 2               | 1                 | n/a |
| It took a reasonable amount of time for the claimant to receive a final decision.  | 5              | 4                         | 3                | 2               | 1                 | n/a |
| It was easy to complete what I needed to do for the claimant to receive a final decision.                                | 5              | 4                         | 3                | 2               | 1                 | n/a |
| I have been able to get my questions answered.   | 5              | 4                         | 3                | 2               | 1                 | n/a |
| In my role as an Authorized Representative, I have been treated fairly.  | 5              | 4                         | 3                | 2               | 1                 | n/a |
| The DEEOIC employees I have interacted with were helpful.  | 5              | 4                         | 3                | 2               | 1                 | n/a |
| I have been informed of/have access to resources that indicate the length of time each step in the claims process takes. | 5              | 4                         | 3                | 2               | 1                 | n/a |
| DEEOIC provides the appropriate information and tools necessary to do my job as an Authorized Representative.            | 5              | 4                         | 3                | 2               | 1                 | n/a |
| I have been informed about DEEOIC outreach events (webinars, in-person events, AR workshops, etc).                       | Yes            | No                        | n/a              | -               | -                 | -   |
| DEEOIC events I have participated in have been helpful.  | 5              | 4                         | 3                | 2               | 1                 | n/a |
| What resources have you found most useful in helping understand the program and assisting your claimant?                 | DEEOIC Website | Resource Center Employees | Claims Examiners | Outreach Events | Other: _____      |     |

OMB Control Number: 1225-0093

U.S. Department of Labor

Office of Workers' Compensation Programs  
Division of Energy Employees Occupational Illness Compensation  
200 Constitution Ave., NW, Room C-3321  
Washington, D.C. 20210



How can the Energy Program help you better assist the claimant that you represent?

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Do you have additional feedback related to your experience as an Authorized Representative?

Would you like to speak with our Customer Experience Team? If yes, please provide your name and telephone number:

Yes  No  Name: \_\_\_\_\_

Phone: \_\_\_\_\_

If you would like to be added to our Program and Policy Updates email distribution list, please provide your email address:

The OMB control number for this collection is 1225-0093 and expires on 02/29/2024. According to the Paperwork Reduction Act of 1995, no person is required to respond to a collection of information unless such collection displays a valid OMB control number. The obligation to respond to this collection is voluntary. We estimate it takes about 5 minutes to complete this collection of information, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing the collection of information. Please send comments regarding the burden estimate or any other aspect of this collection of information to the U.S. Department of Labor, DEEOIC, 200 Constitution Ave., NW, Room C-3321, Washington, D.C. 20210 and reference OMB Control Number 1225-0093.

Note: Please do not return the completed form to this address.

OMB Control Number: 1225-0093



# Example Report

Customer Feedback Analysis—AUTHORIZED REPRESENTATIVE SURVEY—Results and Recommendations

## DEEOIC CX Team

### May 2022 CX Survey Results and Recommendations

#### Purpose

To present the analysis of the May 2022 Customer Experience (CX) Survey, discuss results, and propose recommendations for programmatic improvement.

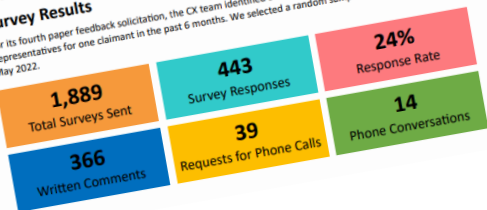
#### Background

In Fiscal Year 2019, the Office of Management and Budget (OMB) identified the Division of Energy Employees Occupational Illness Compensation (DEEOIC) as a High Impact Service Provider (HISP) due to the importance of the services that DEEOIC provides. OMB issued guidance to HSPs (OMB Circular A-11 Section 280 "Managing Customer Experience and Service Delivery") to incorporate the principles of customer experience into their organizations and ensure that customer experience practices are integrated into program delivery. To act upon their commitment to stakeholders, DEEOIC created a Customer Experience (CX) Team within the Branch of Outreach and Technical Assistance (BOTA) consisting of a Stakeholder Engagement Analyst and a Customer Experience Strategist. DEEOIC finalized the hiring for this team in mid-2021. The mission of this team includes soliciting feedback from stakeholders, conducting analyses of data, and making data-driven recommendations for programmatic and procedural improvements.

The CX Team regularly develops surveys and methodologies for collecting relevant customer feedback at different points in time ("touchpoints") throughout the customer's journey with DEEOIC. Previous touchpoints include the receipt of a final decision, the receipt of an initial development letter, and the medical travel reimbursement process. The current survey was designed to measure the customer's overall journey and relationship with the program, in that it asked questions about the completion of a multi-stage process and aimed to measure the customer perspective reflecting on the lifetime of their engagement with DEEOIC.

#### Survey Results

For its fourth paper feedback solicitation, the CX team identified all individuals who served as Authorized Representatives for one claimant in the past 6 months. We selected a random sample and mailed surveys in May 2022.



Customer Feedback Analysis—AUTHORIZED REPRESENTATIVE SURVEY—Results and Recommendations

#### Survey Results (cont'd)

Additionally, there was a multiple-choice question that asked respondents what resources they have found most useful to understand the program and assist claimants. The results are shown below. A total of 75% respondents indicated that employees are the most valued resource, including Resource Center Employees (contractors) and Claims Examiners (DEEOIC employees).



Finally, one question was a yes-or-no response related to whether Authorized Representatives were informed of DEEOIC outreach events (webinars, in person events, AR workshops, etc). 62% of respondents answered yes to this question and 38% answered no.

#### Comment Analysis

There were two optional open-response questions on this survey. The first question was "How can the Energy Program help you better assist the claimant that you represent?" Almost half (45%) of survey respondents left this section blank. 245 respondents provided a written comment. Of these, 39% indicated N/A or none, or expressed satisfaction or gratitude. Of the 445 survey respondents, 67% either left the question blank or otherwise indicated that they had no feedback for this question. The CX Team analyzed the remaining comments and grouped them together by theme. Some comments were categorized into more than one theme if they mentioned several different topics.

The table below shows the frequency and number of commenters by category. The highlighted categories below show the three most common suggestions. Lines 1 and 3 are not highlighted because they include comments that did not have suggestions, or the commenter indicated that the claimant is now deceased.

| Comment Tag Theme  | Count | % Commenters |
|--|-------|--------------|
| N/A or none / gratitude / satisfactory resources                     | 96    | 39%          |
| Increase timeliness  | 26    | 11%          |
| Deceased claimant  | 20    | 8%           |
| Improve communication and/or request for more frequent updates       | 17    | 7%           |
| Request for more instructional resources, materials, and/or training | 17    | 7%           |
| Unhappy with decision or program policy                              | 15    | 6%           |
| Easier to understand / more explanation of program                   | 12    | 5%           |
| Improve phone accessibility / callbacks                              | 11    | 4%           |
| General dissatisfaction  | 9     | 4%           |
| Increase electronic communication / electronic resources             | 8     | 3%           |
| Use more plain language  | 6     | 2%           |
| Provide more compensation  | 5     | 2%           |
| Request for more in-person assistance                                | 4     | 2%           |
| Help with employment verification and /or medical records            | 3     | 1%           |
| Simplify forms   | 3     | 1%           |
| Make process easier to navigate                                      | 2     | 1%           |

Customer Feedback Analysis—AUTHORIZED REPRESENTATIVE SURVEY—Results and Recommendations

#### Discussion (cont'd)

It is also notable that the average score for the question related to the helpfulness of DEEOIC events was 3.98 out of 5 (correlating most closely with the response of 4/Agree) but 38% of respondents reported that they were not informed of outreach events. These data indicate the content of various events, including live outreach, webinars, and person events were valued but some stakeholders are not aware that events are occurring. This may be, in part, because in-person events were limited during the Covid-19 pandemic. Web-based events are typically publicized via the DEEOIC website and an e-mail distribution list and many first-time Authorized Representatives may not regularly visit the DEEOIC website or may not have joined the distribution list, which is optional.

Many of the pain points reported in the current survey have been addressed through recommendations made in previous reports, which are in the process of being implemented. Considering this, as well as the previously mentioned overall high rating of DEEOIC interactions, there are limited recommendations as a result of this feedback collection.

#### Recommendations

There are three Customer Experience Drivers outlined in OMB Circular A11 Section 280, each of which have associated sub-drivers, shown below. The two areas in which DEEOIC received the lowest average ratings are sub-drivers "Ease/Simplicity" and "Efficiency/Speed". The CX Team has developed recommendations based on these ratings as well as the results of the comment analysis.

| CX Driver       | Sub-drivers  |
|-----------------|--|
| Service Quality | • Service Effectiveness/Perception of Value                                |
| Process         | • Ease/Simplicity • Efficiency/Speed                                       |
| People          | • Employee Interaction/Warmth/Helpfulness/Competence • Equity/Transparency |

- 1. Resources and Training**  
Conduct a review of existing resources for Authorized Representatives and identify gaps. This includes an assessment of the layout and organization of the website. Existing resources should be promoted and made more accessible online and through printed materials. Identify what existing or future training or presentation materials should be made available on the webpage and develop best practices to assist Authorized Representatives in finding those materials efficiently and effectively.
- 2. Acknowledgement Letter and Welcome Packet**  
Revise Authorized Representative acknowledgement letter and develop a packet of materials to distribute to all new Authorized Representatives. Include easy to follow instructions for how to opt-in to the Policy email distribution list and include Claims Adjudication Timeframes infographic that was developed because of previous survey analyses. Identify other materials that can either be included or referenced, such as informational materials about ECOM and EDP, the How-To Guides and potentially claims examiner training materials available on the website.
- 3. Employee Training**  
Based on the reliance of claimants and stakeholders on Resource Center employees and Claims Examiner staff, we recommend the development of desk aids to help familiarize employees with the existing resources available for Authorized Representatives to assist federal and contract staff in guiding Authorized Representatives to appropriate resources.





# Office of Workers' Compensation Programs (OWCP)

## Example of Recommendation

### Recommendations

There are three Customer Experience Drivers outlined in OMB Circular A11 Section 280, each of which have associated sub-drivers, shown below. The 2 areas in which DEEOIC received the lowest average ratings are sub-drivers of the "Process" driver.

| CX Driver       | Sub-drivers  |
|-----------------|--|
| Service Quality | • Service Effectiveness/Perception of Value                |
| Process         | • Ease/Simplicity • Efficiency/Speed • Equity/Transparency |
| People          | • Employee Interaction/Warmth/Helpfulness/Competence       |

### 1. Timeliness/Efficiency

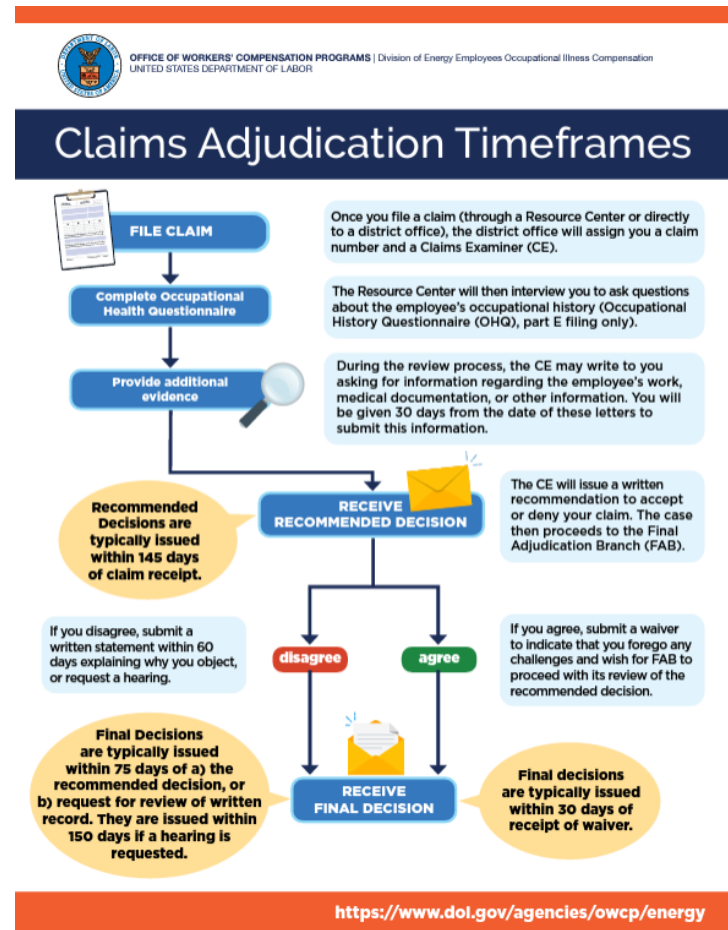
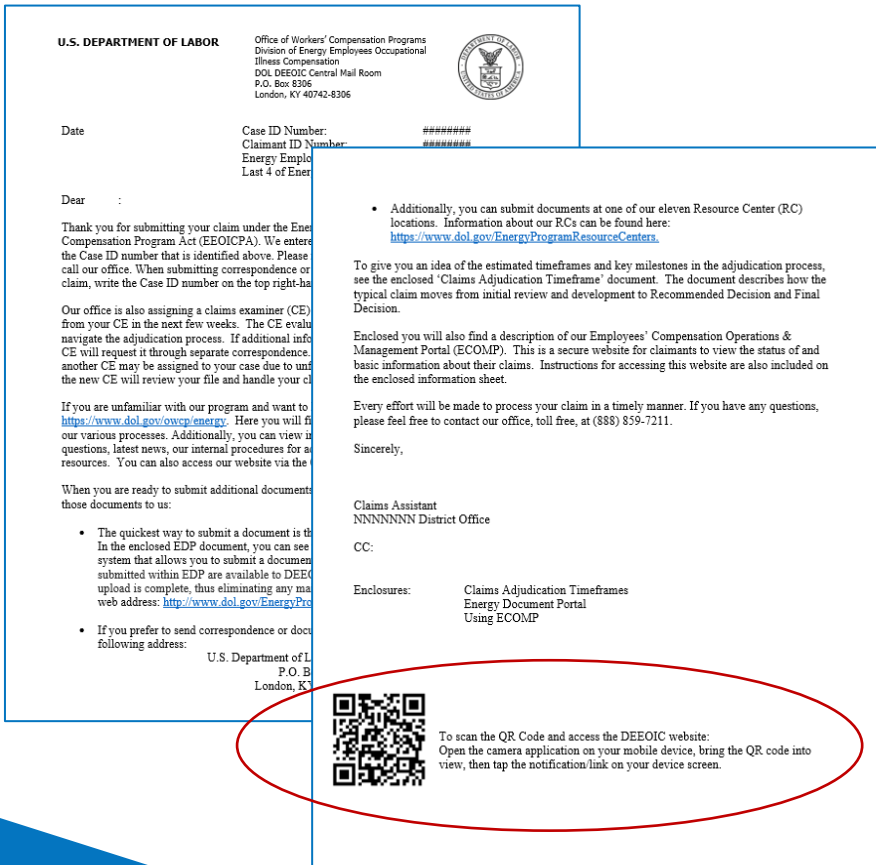
The question with the lowest average rating was related to timeliness/efficiency. 17% of written comments also mentioned issues with timeliness and 13% indicated a lack of communication between DEEOIC and the claimant. The claims process can be lengthy and that is often outside of the control of DEEOIC employees, driven by regulation and/or the amount of time it takes for claimants to gather documentation and evidence and move through each step of the process. Therefore we recommend increasing transparency and access to information about the process in order to mitigate complaints about timeliness.

#### 1a. Update Claim Acknowledgement Letter/Welcome Packet

Currently new claimants receive a claim acknowledgement letter with several pieces of information/handouts. We recommend a revision of this packet by the Branch of Outreach and Technical Assistance to include more information about the forthcoming process and information about the claimant status portal (ECOMP) and its new functions. Additionally, in response to the previous survey, the CX Team developed an infographic outlining the general claims process and estimated timeframes for each step. We recommend including this document in the welcome packet and making it accessible on the website, especially in areas where first-time claimants might be seeking information.



# Example of Recommendation







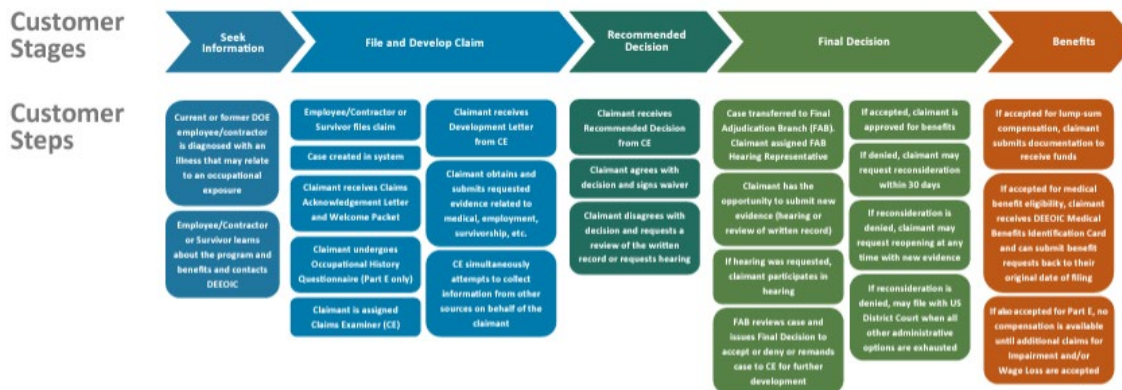
# CX Project – Journey Maps

- Survey results indicated that many customers were confused about the claims process and/or wanted more resources to show the steps in the process
- Journey maps are visual representations of the process an individual goes through to complete a goal
- Help both the customer to understand the process, and the agency to understand the customer and their journey
- Additional journey maps are planned and will be available once completed



# Office of Workers' Compensation Programs (OWCP)

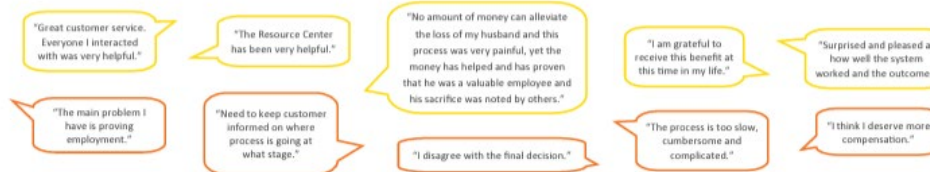
## DIVISION OF ENERGY EMPLOYEES OCCUPATIONAL ILLNESS COMPENSATION Customer Journey Map — Part B Lump-Sum Compensation



### Customer Touchpoints

- Obtain literature from various community groups
- Contacted by Authorized Representative or advocacy group
- Phone interaction with Resource Center
- In-person visit to Resource Center
- Attend DEEOIC outreach event
- Access tools and information on DEEOIC website
- Receive correspondence from DEEOIC by mail
- Phone interaction with CE/FAB Representative
- Access Energy Document Portal (EDP)
- Access Employees' Compensation Operations & Management Portal (ECOMP)

### Bright Spots & Pain Points



Note: For many claimants, a Part E acceptance accompanies a Part B acceptance. The full Part E path as well as the steps for claimants utilizing medical benefits are not reflected here and will be shown on separate journey maps.



# Future Projects/Initiatives - Focus Groups

- Conversations between DEEOIC CX Team and customers





# Future Projects/Initiatives - Web

- Increased focus on website usability
  - New team member to start early 2023
- Collaboration with the Performance Management Branch (PMB) on changes to existing systems that stakeholders utilize



# Future Projects/Initiatives - Other

- Additional surveys covering different topics/points throughout the claims process
- Updating Authorized Representative (AR) welcome letters
- Research and analyze ways to gather information on the DEEOIC employee experience



# More Information

- Customer Experience Surveys, and corresponding reports, are posted in the Customer Experience section of the DEEOIC Public Reading Room
  - [https://www.dol.gov/agencies/owcp/energy/regs/compliance/customer\\_experience\\_survey](https://www.dol.gov/agencies/owcp/energy/regs/compliance/customer_experience_survey)



# Questions



Questions can also be submitted to [DEEOIC-Outreach@dol.gov](mailto:DEEOIC-Outreach@dol.gov)

Thank you for attending the DEEOIC Webinar