Experience Management in the Digital Age

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The Amazon Effect - Digital age, expectations

“No organization today is immune from the Amazon effect. The $89 billion retail giant can seemingly give customers what they want, how they want it and when they want it (in some cases, within hours), expect a similar experience everywhere—not just from their companies but also from their government.” - WSJ
we live in a NEW WORLD

2nd
71 ACSI score. One of the lowest CSAT scores across every industry.
American Customer Satisfaction Index

95%
95% of dissatisfied customers tell others about their experience.
Dimensional Research

29%
Percentage of State Government Employees that are fully engaged
CPS HR Institute Study

4X
The impact of a defining "bad" experience compared to a good experience
McKinsey
Trust and satisfaction in government is near historic lows

Percent who trust government always or most of the time

Moving average

Dec. 4, 2017
18%

Reproduced from the Pew Research Center; Chart: Axios Visuals
EXPERIENCE MATTERS
Nationwide CX Trends

• XM Trends in Government
  • State of Utah
  • State of Maryland
  • State of Texas

• Federal Government
  • Federal CX Act of 2017
  • Office of Management and Budget CX Regulations
  • Federal Agency CX Implementations
Colorado Perspective

- Hickenlooper Administration Focused on Customer Service Goals
- Division Director Training on Customer Service
- Statewide CX working group in 2018
- Chose Qualtrics as the preferred vendor and launched pilots
- SMART Goals
- Governor Polis’s Office of Strategy Operations WIGS
Colorado Higher Education Chooses Qualtrics

[Logos of various Colorado higher education institutions]
Colorado Local Government Chooses Qualtrics
Colorado Government Chooses Qualtrics
Statewide Dashboard Example

**Agency Ranking**

- **Department of Agriculture**
  - Overall Satisfaction: 66.0%
  - Handle Issues: 91.7%
  - Key Focus Areas: 70.0%
  - Employee Engagement: 60.0%
  - Employee Retention: 80.0%

- **Department of Housing and Community Development**
  - Overall Satisfaction: 68.0%
  - Handle Issues: 57.1%
  - Key Focus Areas: 80.0%
  - Employee Engagement: 68.0%
  - Employee Retention: 50.0%

- **Department of Juvenile Services**
  - Overall Satisfaction: 66.2%
  - Handle Issues: 60.0%
  - Key Focus Areas: 77.2%
  - Employee Engagement: 44.0%
  - Employee Retention: 44.0%

- **Department of Health**
  - Overall Satisfaction: 66.2%
  - Handle Issues: 76.9%
  - Key Focus Areas: 90.0%
  - Employee Engagement: 64.0%
  - Employee Retention: 64.0%

- **Department of Disabilities**
  - Overall Satisfaction: 67.3%
  - Handle Issues: 63.2%
  - Key Focus Areas: 82.1%
  - Employee Engagement: 64.0%
  - Employee Retention: 55.6%

- **Governor’s Office for Children**
  - Overall Satisfaction: 67.4%
  - Handle Issues: 73.3%
  - Key Focus Areas: 75.6%
  - Employee Engagement: 56.0%
  - Employee Retention: 48.1%

- **Department of Human Services**
  - Overall Satisfaction: 67.3%
  - Handle Issues: 64.7%
  - Key Focus Areas: 75.0%
  - Employee Engagement: 72.0%
  - Employee Retention: 68.5%

- **Department of Assessments and Taxation**
  - Overall Satisfaction: 68.0%
  - Handle Issues: 45.5%
  - Key Focus Areas: 91.1%
  - Employee Engagement: 60.1%
  - Employee Retention: 60.7%

- **Department of Aging**
  - Overall Satisfaction: 68.0%
  - Handle Issues: 77.9%
  - Key Focus Areas: 98.0%
  - Employee Engagement: 68.7%
  - Employee Retention: 50.0%

- **Maryland Environmental Service**
  - Overall Satisfaction: 70.4%
  - Handle Issues: 56.3%
  - Key Focus Areas: 88.0%
  - Employee Engagement: 78.0%
  - Employee Retention: 72.8%

**Trending Key Drivers**

- Friendly and Courteous: 80%
- Timely and Responsive: 81%
- Accessible and Convenient: 67%
- Employee Engagement: 65%

**Recent Customer Comments**

**Call Center**

Where do you morners get off expiring my CDL when my medical card is valid until july 2018 and my license doesn't expire until 2024? I drive commercially and if I get pulled over ever before I can get this taken care of not only am I going to hold you civilly accountable but whoever expired my license will be charged criminally with a third degree felony for falsifying a State document. Try me if you think I'm joking. I strongly advise a supervisor message me on here so this can get cleaned up today with a phone number and extension. I will be filing the suit pro se so no need to contact my lawyer since I obviously don't need one.

**Department of Assessments and Taxation**

Very comfortable shirt. Washes well and needs no ironing if tumble dried. What more could a single man want?
Overall, when we switched to Qualtrics, we gained visibility into our products and opened up a new world into what was happening with customers and employees. Success built more momentum and tons of projects came our way.

Manager, Customer Experience
Key Takeaways – Next Steps

• OIT is assigning an Enterprise Solution Architect
• Continuing providing updates on Agency’s projects and results
• Legislative direction and oversight – owning the customer experience dashboards and results
• Coordinate with the Governor's Office of Strategy Operations and Agencies