

117TH CONGRESS  
1ST SESSION

# H. R. 3609

To improve public trust in the Federal Government by establishing customer experience as a central measure of performance for agencies and the Federal Government, and for other purposes.

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## IN THE HOUSE OF REPRESENTATIVES

MAY 28, 2021

Mr. LOUDERMILK (for himself and Mr. CONNOLLY) introduced the following bill; which was referred to the Committee on Oversight and Reform, and in addition to the Committee on Appropriations, for a period to be subsequently determined by the Speaker, in each case for consideration of such provisions as fall within the jurisdiction of the committee concerned

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## A BILL

To improve public trust in the Federal Government by establishing customer experience as a central measure of performance for agencies and the Federal Government, and for other purposes.

1 *Be it enacted by the Senate and House of Representa-*  
2 *tives of the United States of America in Congress assembled,*

3 **SECTION 1. SHORT TITLE.**

4 This Act may be cited as the “Trust in Public Service  
5 Act”.

6 **SEC. 2. FINDINGS.**

7 Congress finds the following:

1           (1) Although the public believes that the Fed-  
2           eral Government serves an indispensable role and  
3           often performs quite well, overall trust in the Fed-  
4           eral Government is at historic lows.

5           (2) Agencies face competing requirements and  
6           respond to evolving and diverse needs in a context  
7           of uncertainty and constrained resources. To per-  
8           form this challenging job for the benefit of the pub-  
9           lic, experimentation, learning, and failure should be  
10          expected and welcomed. Congress must support  
11          agencies throughout this process by balancing tradi-  
12          tional oversight with dedicated efforts to celebrate  
13          progress and locate setbacks within a broader con-  
14          text.

15          (3) Improving public trust requires delivering  
16          tangible results that address the needs of the public,  
17          including those needs that span agencies or require  
18          coordination with State, local, Tribal, or territorial  
19          governments. But improving public trust also re-  
20          quires the Federal Government to consider much  
21          more deeply how interaction with the public shapes  
22          public perceptions and how communication by the  
23          Federal Government can provide better context on  
24          the many ways in which the Federal Government  
25          serves the public.

1           (4) In terms of public interaction, whether seek-  
2           ing a small business loan, veterans’ services, Social  
3           Security benefits, or other service or information,  
4           the people of the United States deserve a customer  
5           experience that matches or exceeds that of leading  
6           private sector organizations. This level of customer  
7           experience means experiences are seamless, con-  
8           nected, inclusive, effective, consistent, and reliable.

9           (5) Customer experience (commonly referred to  
10          as “CX”) is a vital means for agencies to pursue  
11          their missions in a more effective and responsive  
12          way and at a lower cost, as research shows that cus-  
13          tomer experience is linked to—

14                (A) more accurate and timely data submis-  
15                sions;

16                (B) increased feedback that improves serv-  
17                ices through 3 different means, which include—

18                       (i) process, procedure, product, or  
19                       safety improvement;

20                       (ii) uncovering unmet customer needs  
21                       that require a new or innovative approach;  
22                       and

23                       (iii) informing leadership decision  
24                       making so that agencies are grounded in  
25                       improving customer outcomes;

1 (C) improved compliance with agency regu-  
2 lations and guidance; and

3 (D) improved workforce morale and reten-  
4 tion.

5 (6) Customer experience is also highly cor-  
6 related with public trust in the Federal Government  
7 and is therefore essential for broader efforts of the  
8 Federal Government to earn and maintain the con-  
9 sent of the governed.

10 (7) Yet the Forrester's 2020 Federal Customer  
11 Experience Index noted that Federal customer expe-  
12 rience lags behind all sectors of private industry.  
13 While the Federal Government faces constraints that  
14 the private sector does not face, including competing  
15 requirements, such as balancing speed and com-  
16 bating fraud, an obligation to serve the entire public,  
17 less nimble workforce and hiring policies, and per-  
18 sonnel and spending constraints, the Federal Gov-  
19 ernment has both the ability and imperative to im-  
20 prove customer experience.

21 (8) Research also shows a strong correlation be-  
22 tween employee engagement and the quality of cus-  
23 tomer experience. Employees provide better cus-  
24 tomer experience when they feel valued and identify  
25 with the missions of their agencies, and, as customer

1 experience and confidence in the agency improves,  
2 those employees become even more committed, cre-  
3 ative, and professional.

4 (9) The Federal Government has made signifi-  
5 cant progress on improving customer experience, in-  
6 cluding through—

7 (A) efforts within the General Services Ad-  
8 ministration, such as the 18F Office, the 10X  
9 Program, the U.S. Web Design System, the  
10 Digital.gov communities and website, and the  
11 Presidential Innovation Fellows Program;

12 (B) the Smarter IT Schedule A hiring au-  
13 thority issued by the Director of the Office of  
14 Personnel Management;

15 (C) the Technology Modernization Fund  
16 established under section 1078 of the National  
17 Defense Authorization Act for Fiscal Year 2018  
18 (40 U.S.C. 11301 note), which provides broad  
19 authority for information technology moderniza-  
20 tion to improve customer experience and public-  
21 facing digital services;

22 (D) efforts on employee engagement by the  
23 Office of Personnel Management and the Office  
24 of Management and Budget;

25 (E) the United States Digital Service;

1           (F) Executive Order 12862 (31 U.S.C.  
2           501 note; relating to setting customer service  
3           standards) and Executive Order 13571 (76  
4           Fed. Reg. 24339; relating to streamlining serv-  
5           ice delivery and improving customer service);

6           (G) efforts of the executive branch as of  
7           the date of enactment of this Act, including—

8                   (i) Section 280 of Circular A11 Part  
9                   6 (2021) of the Office of Management and  
10                  Budget; and

11                   (ii) the establishment of dedicated in-  
12                  dividuals at the Office of Management and  
13                  Budget to work on cross-agency customer  
14                  experience initiatives and information col-  
15                  lection reviews;

16           (H) the designation of high-impact service  
17           providers and the sharing of feedback perform-  
18           ance data, customer experience capacity assess-  
19           ments, and customer experience action plans on  
20           a dedicated website;

21           (I) individual agencies that are early  
22           adopters of customer experience approaches, in-  
23           cluding the Veterans Experience Office of the  
24           Department of Veterans Affairs; and

25           (J) legislation, including—

1 (i) the Digital Accountability and  
2 Transparency Act of 2014 (31 U.S.C.  
3 6101 note);

4 (ii) the 21st Century Integrated Dig-  
5 ital Experience Act (44 U.S.C. 3501 note);

6 and

7 (iii) pending legislation.

8 (10) With respect to communication, agencies  
9 have both a constitutional duty and an operational  
10 imperative to better communicate how those agen-  
11 cies serve the public, including through stories of  
12 human-level impact, compelling design, and inter-  
13 active platforms that make the public feel valued  
14 and included, particularly if agencies work in  
15 counterintuitive, preventative, or subtle ways.

16 (11) A push towards open government, in par-  
17 ticular through data.gov, performance.gov, chal-  
18 lenge.gov, and other transparency efforts, are vital  
19 steps to improving public confidence and decision-  
20 making and service delivery. Additionally, open data  
21 is a vital service for the public that researchers,  
22 businesses, nonprofit organizations, and the public  
23 alike can use to innovate, promote economic growth,  
24 and take an active role in improving communities  
25 alongside the Federal Government.

1           (12) But open government is not enough. To  
2 truly nourish a debate about the achievements and  
3 role of the Federal Government, rather than simply  
4 making information available, agencies must commu-  
5 nicate their mandates, performance, and data in a  
6 manner that ensures that the public understands the  
7 broader context in which those agencies operate and  
8 the real-world impact of those agencies.

9           (13) In performing the tasks described in para-  
10 graph (12), the Federal Government has broad lati-  
11 tude to communicate to the public in tailored, cre-  
12 ative, and compelling ways. Provisions in annual ap-  
13 propriations Acts typically bar agencies from engag-  
14 ing in impermissible publicity or propaganda. Al-  
15 though those provisions prohibit agencies from en-  
16 gaging in self-aggrandizement, covert propaganda  
17 and purely partisan communications, those provi-  
18 sions do not restrict agencies from engaging in le-  
19 gitimate activities to inform the public about agency  
20 programs. Full compliance with those provisions pre-  
21 sents no bar for an agency to fully implement the  
22 activities authorized and encouraged in this Act. As  
23 necessary, agencies may seek decisions and informal  
24 technical assistance from the Comptroller General of



1 the United States concerning the applicability of  
2 prohibitions against publicity or propaganda.

3 (14) USA.gov and other-Government wide plat-  
4 forms, such as login.gov, have the potential to be-  
5 come interactive, personalized, and compelling por-  
6 tals to the Federal Government and enable the pub-  
7 lic to both address its needs, learn about the myriad  
8 ways in which the Federal Government improves the  
9 lives of the public, and develop a greater sense of  
10 pride in the Federal Government. However, the cur-  
11 rent incarnations of Government-wide communica-  
12 tion platforms fall well short of this vision.

13 **SEC. 3. SENSE OF CONGRESS.**

14 Is it the sense of Congress that—

15 (1) agencies must—

16 (A) continue to develop customer-centered  
17 mindsets as a means to providing high-quality,  
18 responsive, inclusive, reliable, transparent, em-  
19 pathetic, courteous, and efficient services to the  
20 people of the United States; and

21 (B) use public feedback and human-cen-  
22 tered design practices to continually improve  
23 services;

24 (2) all agency interaction with the public must  
25 be seen as an invaluable opportunity to strengthen

1 the bond of trust between the people of the United  
2 States and the Federal Government as a whole;

3 (3) to this end, the Federal Government  
4 must—

5 (A) adopt a whole-of-Government, inte-  
6 grated, and enterprise approach to service deliv-  
7 ery;

8 (B) build out the technical capacity of the  
9 Federal Government, as has been done with the  
10 establishment of the United States Digital  
11 Service and the Technology Transformation  
12 Service of the General Services Administration,  
13 that creates a strategy, accountability, and per-  
14 formance framework for identifying and defin-  
15 ing experiences and managing improvements  
16 across agency delivery systems;

17 (C) enhance customer experience based on  
18 an understanding of true needs of the public,  
19 rather solely on individual agency or program  
20 mandates;

21 (D) identify ambitious agency and Govern-  
22 ment-wide customer experience priorities;

23 (E) develop consistent approaches to cus-  
24 tomer experience across the Federal Govern-

1           ment, as consistency is central to building Gov-  
2           ernment-wide trust; and

3                   (F) mobilize resources to support the Chief  
4           of Staffs, Chief Operating Officers, or equiva-  
5           lent officials, of agencies and hold those offi-  
6           cials accountable for customer experience  
7           through statutorily-established councils, such as  
8           the Performance Improvement Council, the  
9           Chief Information Officers Council, the Chief  
10          Data Officers Council, the Evaluation Officer  
11          Council, the Chief Human Capital Officers  
12          Council, and the President's Management  
13          Council;

14               (4) while the imperative to improve customer  
15          experience particularly applies to high-impact service  
16          providers, which have frequent interaction with the  
17          public or high profiles, all agencies, no matter the  
18          scope of the mission of an agency or the manner in  
19          which an agency works, have an obligation and op-  
20          portunity to proactively and effectively communicate  
21          how those agencies serve the public as a means to-  
22          wards increasing responsiveness and contributing to  
23          public trust in the Federal Government;

24               (5) to understand if information is effectively  
25          communicated by agencies, agency communication

1 must be tailored to ensure the public receives and  
2 understands information through—

3 (A) human-level stories;

4 (B) proactive outreach;

5 (C) modern design, including multimedia;

6 (D) opportunities for public participation;

7 and

8 (E) feedback and testing;

9 (6) to inspire Federal employees and contrac-  
10 tors to serve the public in a responsive, creative, and  
11 professional manner, agencies must improve em-  
12 ployee engagement, including by—

13 (A) regularly soliciting and responding to  
14 employee feedback and improving internal agen-  
15 cy services, such as human resources and infor-  
16 mation technology; and

17 (B) using human-centered design practices;

18 and

19 (7) similarly, when agencies provide information  
20 or services to each other, these interactions should  
21 be characterized by effectiveness, ease, and respon-  
22 siveness to help enable fellow agencies to provide the  
23 public with high-quality customer experience.

24 **SEC. 4. DEFINITIONS.**

25 In this Act:

1           (1) AGENCY; CUSTOMER EXPERIENCE; EM-  
2           PLOYEE ENGAGEMENT; FEDERAL CUSTOMER; FED-  
3           ERAL EMPLOYEE; HIGH-IMPACT SERVICE PROVIDER;  
4           VOLUNTARY CUSTOMER FEEDBACK.—The terms  
5           “agency”, “customer experience”, “employee engage-  
6           ment”, “Federal customer”, “Federal employee”,  
7           “high-impact service provider”, and “voluntary cus-  
8           tomer feedback” have the meaning given those terms  
9           in section 321 of title 5, United States Code, as  
10          added by this Act.

11          (2) DIRECTOR.—The term “Director” means  
12          the Director of the Office of Management and Budg-  
13          et.

14          (3) PROPAGANDA AND PUBLICITY.—The term  
15          “propaganda and publicity” means information pro-  
16          duced and disseminated by an agency that is—

17                 (A) self-aggrandizing or seeks to inflate  
18                 the reputation of an official;

19                 (B) a covert communication in which the  
20                 agency does not disclose that the agency is the  
21                 source of the communication; or

22                 (C) purely partisan in nature.



1           “(ii) considering the entire journey of  
2           a Federal customer, instead of simply the  
3           point of service;

4           “(iii) soliciting and considering vol-  
5           untary customer feedback; and

6           “(iv) measuring performance; and

7           “(B) includes a consideration of the factors  
8           within any interaction between a Federal cus-  
9           tomer and an agency, or between agencies, in-  
10          cluding, with respect to the interaction—

11           “(i) ease;

12           “(ii) effectiveness;

13           “(iii) emotional effect;

14           “(iv) perception or trust;

15           “(v) Federal employee interaction;

16          and

17           “(vi) any other factor that impacts  
18           the overall trust, satisfaction, and con-  
19           fidence of the customer in a program, an  
20           agency, or the Federal Government as a  
21           whole.

22          “(3) DIRECTOR.—The term ‘Director’ means  
23          the Director of the Office of Management and Budg-  
24          et.

1           “(4) EMPLOYEE ENGAGEMENT.—The term ‘em-  
2       ployee engagement’ means—

3           “(A) the heightened sense of commitment  
4       of a Federal employee or contractor to the  
5       agency for which the Federal employee works or  
6       the contractor performs services and the Fed-  
7       eral customers served by the Federal employee  
8       or contractor that results in a more efficient,  
9       effective, creative, or courteous outcome; and

10          “(B) the extent to which a Federal em-  
11       ployee or contractor—

12           “(i) finds personal meaning and pride  
13       in the work of the Federal employee or  
14       contractor; and

15           “(ii) with respect to the agency served  
16       by the Federal employee or contractor,  
17       feels—

18           “(I) a sense of belonging in the  
19       culture of work of the agency;

20           “(II) valued by the agency and  
21       the public; and

22           “(III) that the agency regularly  
23       considers and is responsive to feed-  
24       back and human-centered design in-



1                   sights from the Federal employee or  
2                   contractor.

3                   “(5) FEDERAL CUSTOMER.—The term ‘Federal  
4 customer’—

5                   “(A) means—

6                   “(i) a member of the public of the  
7 United States; and

8                   “(ii) an entity that is directly im-  
9 pacted by the Federal Government, includ-  
10 ing—

11                   “(I) member of the public of the  
12 United States, a business, an organi-  
13 zation, or an agency of a State or unit  
14 of local government, Tribal, or terri-  
15 torial that interacts with an agency or  
16 Federal program—

17                   “(aa) directly;

18                   “(bb) through a Federal  
19 contractor; or

20                   “(cc) through a federally  
21 funded program;

22                   “(II) an applicant for a Federal  
23 job, a Federal employee, a contractor,  
24 or a volunteer of the Federal Govern-  
25 ment that interacts with an agency or

1 an internal process of an agency, in-  
2 cluding—

3 “(aa) hiring;

4 “(bb) on-boarding;

5 “(cc) human resources;

6 “(dd) information tech-  
7 nology services; and

8 “(ee) efforts to improve  
9 agency performance, including by  
10 suggesting process improvements  
11 or reporting fraud, waste, or  
12 abuse;

13 “(III) an agency that relies on  
14 another agency for information or  
15 services; and

16 “(IV) the recipient of a Federal  
17 award, including a contract, grant, or  
18 loan.

19 “(6) FEDERAL EMPLOYEE.—The term ‘Federal  
20 employee’ has the meaning given the term ‘employee’  
21 in section 2105 of title 5, United States Code.

22 “(7) HIGH-IMPACT SERVICE PROVIDER.—The  
23 term ‘high-impact service provider’ means an agency  
24 or a component of an agency designated as a high-

1 impact service provider in guidance issued by the Di-  
2 rector under section 323(b)(4).

3 “(8) HUMAN-CENTERED DESIGN.—The term  
4 ‘human-centered design’ means an approach towards  
5 designing interactive systems, processes, products,  
6 services, or information that aims to make those sys-  
7 tems, processes, products, services, or information  
8 more usable and useful by—

9 “(A) focusing on the users of the systems,  
10 processes, or information and the needs and re-  
11 quirements of those users; and

12 “(B) applying knowledge of human factors  
13 and learning from human feedback and inter-  
14 actions with similar systems, processes, or in-  
15 formation.

16 “(9) VOLUNTARY CUSTOMER FEEDBACK.—The  
17 term ‘voluntary customer feedback’ means the sub-  
18 mission of information, an opinion, appreciation, or  
19 a concern by a Federal customer following an inter-  
20 action with an agency that is—

21 “(A) solicited by the agency and identified  
22 as voluntary in the solicitation; and

23 “(B) voluntarily made by the Federal cus-  
24 tomer relating to the particular service of, or  
25 interaction with, the agency.

1 **“§ 322. Agency requirements**

2 “(a) IN GENERAL.—The head of each agency, in  
3 order to effectively pursue the mission of the agency, shall  
4 develop a high-quality customer experience by—

5 “(1) allocating sufficient resources to and  
6 prioritizing—

7 “(A) customer experience capabilities; and

8 “(B) initiatives that may cut across budget  
9 accounts or program activities;

10 “(2) requesting and drawing on new expertise  
11 and tools relating to customer experience;

12 “(3) adapting Government-wide and global good  
13 practices relating to customer experience;

14 “(4) ensuring that the process of each agency  
15 for soliciting voluntary customer feedback is as  
16 streamlined as possible and requires limited internal  
17 review if the collection is within the scope of the  
18 guidance provided by the Director;

19 “(5) making use of customer experience re-  
20 sources of the Federal Government; and

21 “(6) using human-centered design practices.

22 “(b) TOOLS.—The head of each agency shall—

23 “(1) develop and use tools to—

24 “(A) experiment with different approaches  
25 to improve customer experience; and

1           “(B) collect qualitative and quantitative  
2           data on customer experience as Federal cus-  
3           tomers engage with the agency in a routine,  
4           flexible manner, including through human-cen-  
5           tered design practices;

6           “(2) ensure the tools developed under para-  
7           graph (1) ensure the privacy of Federal customers;

8           “(3) use the data collected under paragraph  
9           (1)(B) to continually improve customer experience  
10          and agency performance; and

11          “(4) share the data collected under paragraph  
12          (1)(B) with research entities to allow for external  
13          analysis.

14          “(c) VOLUNTARY CUSTOMER FEEDBACK.—

15                 “(1) IN GENERAL.—The head of each agency  
16                 shall, as appropriate, solicit voluntary customer feed-  
17                 back from Federal customers.

18                 “(2) ASSISTANCE.—

19                         “(A) IN GENERAL.—The Director shall as-  
20                         sist the heads of agencies in carrying out para-  
21                         graph (1) by—

22                                 “(i) ensuring that the process for  
23                                 agencies to submit voluntary customer  
24                                 feedback surveys for approval is as clear  
25                                 and streamlined as possible; and

1           “(ii) assisting the heads of agencies in  
2           collaborating with other agencies and  
3           State, local, Tribal, and territorial govern-  
4           ments to understand and respond to the  
5           needs of Federal customers—

6                   “(I) from the perspectives of  
7                   those customers; and

8                   “(II) not solely from the perspec-  
9                   tive of the mandates of the agency.

10           “(B) EXAMPLE.—An example of a situa-  
11           tion in which the Director shall assist heads of  
12           agencies under subparagraph (A)(ii)(II) is when  
13           an opportunity for cross-agency collaboration  
14           exists that meets the demonstrated interest of  
15           the public of the United States.

16           “(3) REQUIREMENTS.—With respect to any vol-  
17           untary customer feedback solicited by the head of an  
18           agency, the head of the agency—

19                   “(A) may not use the voluntary customer  
20                   feedback as a basis to provide a Federal cus-  
21                   tomer with inferior service; and

22                   “(B) shall consider privacy concerns and,  
23                   as appropriate, anonymize the voluntary cus-  
24                   tomer feedback to—

25                   “(i) allow for candid feedback; and

1 “(ii) protect privacy.

2 “(d) AGENCY COMMUNICATION RESPONSIBILITIES.—

3 “(1) PUBLIC UNDERSTANDING.—The head of  
4 each agency shall seek to—

5 “(A) increase public understanding of the  
6 mandate of the agency, including the statutes  
7 under which the agency operates and from  
8 which the agency derives the mission of the  
9 agency;

10 “(B) provide the public with historical and  
11 broader context of programs, policies, context,  
12 and achievements of the agency, including  
13 human level stories of the impact of the agency;

14 “(C) employ shared design solutions, effec-  
15 tive human-centered design practices, modern  
16 design tools, interactive platforms, and innova-  
17 tive participation methods to engage the public  
18 in the policy process of the agency; and

19 “(D) tailor the content and format of com-  
20 munications of the agency based on regional or  
21 demographic considerations and human-cen-  
22 tered design practices.

23 “(2) TOOLS.—The head of each agency shall  
24 develop and use tools to understand the progress of

1 the agency towards achieving the requirements  
2 under paragraph (1), including—

3 “(A) testing;

4 “(B) feedback;

5 “(C) focus groups;

6 “(D) public participation; and

7 “(E) human-centered design practices and  
8 co-design processes.

9 “(e) AGENCY CONSULTATION.—

10 “(1) IN GENERAL.—Not less frequently than  
11 annually, the head of each agency shall consult with  
12 the agencies or offices described in section 323(c)(1)  
13 to ensure that the customer experience and commu-  
14 nications approaches of the agency—

15 “(A) are engaging and interactive;

16 “(B) incorporate good practices from the  
17 private sector and human-centered design; and

18 “(C) employ cutting edge digital tools, in-  
19 cluding application programming interfaces and  
20 social media and digital experiences.

21 “(2) HISTORICAL PERSPECTIVES.—Not less fre-  
22 quently than annually, the head of each agency shall  
23 consult with the National Archives and Records Ad-  
24 ministration, the Library of Congress, or the histo-  
25 rians of other relevant entities to obtain advice and



1 multimedia content relating to the historical per-  
2 formance of the agency that can be used to provide  
3 context on the origins and roles of the agency  
4 throughout history, including human level stories of  
5 the impact of the agency.

6 **“§ 323. OMB Customer experience guidance**

7 “(a) IN GENERAL.—

8 “(1) GUIDANCE.—Not later than 180 days  
9 after the date of enactment of the Trust in Public  
10 Service Act, the Director shall issue the guidance de-  
11 scribed in subsection (b) for—

12 “(A) agencies; and

13 “(B) components of agencies, as appro-  
14 priate.

15 “(2) FORMAT.—The Director may issue the  
16 guidance required under paragraph (1) in a format  
17 chosen by the Director, which may include Circular  
18 A–11 of the Office of Management and Budget.

19 “(b) CONTENTS.—The guidance described in this  
20 subsection is as follows:

21 “(1) Guidance consistent with this subchapter  
22 to assist agencies in achieving high-quality customer  
23 experience and continually improving service delivery  
24 across the Federal Government.

1           “(2) Guidance that requires an agency or com-  
2           ponent of an agency to include principles of cus-  
3           tomer experience in—

4                   “(A) standard operating procedures of the  
5                   agency or component of the agency;

6                   “(B) rules (as defined in section 551 of  
7                   title 5, United States Code) issued by the agen-  
8                   cy or component of the agency; and

9                   “(C) similar documents of the agency or  
10                  component of the agency.

11          “(3) Guidance that—

12                  “(A) requires an agency to communicate  
13                  the impact of programs of the agency to the  
14                  public, including through communication that—

15                          “(i) is human-centered, including  
16                          multimedia and good design;

17                          “(ii) uses stories of human impact;

18                          “(iii) allows for the public to con-  
19                          tribute personal accounts;

20                          “(iv) is participatory in nature; and

21                          “(v) is tailored to regional or demo-  
22                          graphic considerations; and

23                  “(B) reminds agencies that, although pro-  
24                  visions of annual appropriations Acts typically  
25                  bar agencies from engaging in impermissible

1 publicity or propaganda, including self-aggran-  
2 dization, covert propaganda, and purely par-  
3 tisan communications, those provisions do not  
4 restrict agencies from engaging in legitimate ac-  
5 tivities to inform the public about agency pro-  
6 grams through a communication described in  
7 subparagraph (A).

8 “(4) Guidance in which the Director designates  
9 certain agencies or components of agencies as high-  
10 impact service providers based on the following con-  
11 siderations:

12 “(A) Whether an agency or component has  
13 a large base of Federal customers served by the  
14 agency or component.

15 “(B) Whether an agency or component has  
16 a high impact on Federal customers served by  
17 the agency or component.

18 “(C) Whether, with respect to an agency  
19 or component, the public exchanges time,  
20 money, or information with the agency or com-  
21 ponent to receive a good, service, or authoriza-  
22 tion.

23 “(D) Whether agencies or components  
24 have high-profile Federal customer-facing serv-  
25 ices, regulatory functions, or informational

1 roles, including operating websites or commu-  
2 nication portals of the Federal Government,  
3 such as usa.gov.

4 “(E) Other agencies or components, based  
5 on factors that give the agency or component  
6 an ability to positively or negatively influence  
7 the public perception of the Federal Govern-  
8 ment.

9 “(5) Guidance that, with respect to high-impact  
10 service providers—

11 “(A) establishes service standards, as ap-  
12 propriate;

13 “(B) emphasizes resources, expectations,  
14 and good practices, including the use of human-  
15 centered design; and

16 “(C) requires high-impact service providers  
17 to publicly commit to, and report on, Federal  
18 customer experience standards, as appropriate.

19 “(6) Guidance that, with respect to agencies or  
20 components of agencies that are not high-impact  
21 service providers—

22 “(A) highlights that those agencies and  
23 components have an obligation to find creative  
24 means to inform the public about the ways in

1           which those agencies or components serve the  
2           public; and

3           “(B) emphasizes expectations, resources,  
4           and good practices, including the use of human-  
5           centered design, for those agencies and compo-  
6           nents, including maximizing the contribution of  
7           the agency or component to overall trust in the  
8           Federal Government.

9           “(7) Guidance that, with respect to voluntary  
10          customer feedback—

11           “(A) provides agencies with best practices,  
12           templates, and standards for collecting quali-  
13           tative and quantitative data relating to Govern-  
14           ment-wide customer experience and voluntary  
15           customer feedback;

16           “(B) enables cross-agency benchmarking  
17           and the improvement of customer experience;  
18           and

19           “(C) includes—

20           “(i) guidelines and support for user  
21           data collected from websites and forms re-  
22           lating to customer experience, including  
23           visits, task completion rates, time taken,  
24           drop out points, and other relevant areas;  
25           and

1           “(ii) guidance on voluntary customer  
2           feedback data collection relating to user  
3           comprehension and satisfaction, including  
4           guidance for how agencies should commu-  
5           nicate the purpose of a data collection re-  
6           quest and how the agency uses voluntary  
7           customer feedback to influence the policy  
8           and programs of the agency.

9           “(8) Guidance that identifies any privacy risks  
10          to Federal customers and how those risks and miti-  
11          gation measures for those risks should be commu-  
12          nicated to the public.

13          “(9) Guidance that clearly explains the process  
14          by which agencies and components of agencies shall  
15          solicit voluntary customer feedback and other learn-  
16          ing and feedback tools, such as focus groups and  
17          usability testing, which shall—

18                 “(A) balance—

19                         “(i) quality control and risk manage-  
20                         ment relating to the solicitation of vol-  
21                         untary customer feedback; and

22                         “(ii) reducing unnecessary delay or  
23                         burdens on agencies and components of  
24                         agencies that inhibit or slow the sollicita-  
25                         tion of voluntary customer feedback; and

1           “(B) outline a streamlined process for  
2 agencies and components of agencies that dem-  
3 onstrate the capability to design and conduct  
4 high-quality Federal customer surveys or other  
5 capabilities that—

6                   “(i) may include—

7                           “(I) blanket approvals; and

8                           “(II) waivers; and

9                   “(ii) does not require re-approval for  
10 minimal changes.

11           “(10) Guidance that requires Government-wide  
12 employee engagement, including—

13                   “(A) the Federal Employee Viewpoint Sur-  
14 vey of the Office of Personnel Management;

15                   “(B) as appropriate, the collection of addi-  
16 tional, real-time voluntary qualitative and quan-  
17 titative feedback from Federal employees; and

18                   “(C) the development of an explicit em-  
19 ployee engagement measure by the Director of  
20 the Office of Personnel Management that aligns  
21 with existing public sector employee engage-  
22 ment measures.

23           “(11) Guidance that includes best practices on  
24 the appropriate use of metrics by agencies that—

1           “(A) promotes true improvement and  
2 learning and the right incentives for Federal  
3 employees and the leadership of agencies; and

4           “(B) in order to avoid metrics that create  
5 perverse incentives, clarifies that certain cus-  
6 tomer experience or employee engagement  
7 measures should not be used for adverse per-  
8 sonnel actions or promotion.

9           “(c) COLLABORATION.—

10           “(1) IN GENERAL.—In developing the guidance  
11 issued under subsection (a), the Director shall col-  
12 laborate with—

13           “(A) the Administrator of General Services  
14 with respect to customer experience good prac-  
15 tices, including the use of human-centered de-  
16 sign, data collection and use, usability testing,  
17 evaluation science, behavioral science, human-  
18 centered design, the use of agency websites and  
19 digital communication tools, and personnel sup-  
20 port;

21           “(B) the Director of the Office of Per-  
22 sonnel Management with respect to—

23           “(i) employee engagement;

24           “(ii) hiring authorities for recruiting  
25 subject matter experts; and



1                   “(iii) developing a customer experi-  
2                   ence-oriented workforce;

3                   “(C) the Administrator of the United  
4                   States Digital Service with respect to personnel,  
5                   human-centered design, digital experience good  
6                   practices, and innovation;

7                   “(D) the Office of Information and Regu-  
8                   latory Affairs and the Office of the Federal  
9                   Chief Information Officer of the Office of Man-  
10                  agement and Budget with respect to—

11                  “(i) providing technical assistance in  
12                  Government-wide data collection; and

13                  “(ii) balancing—

14                         “(I) the quality control of agency  
15                         data collection requests; and

16                         “(II) reducing unnecessary delay  
17                         or burdens on agencies, particularly  
18                         with voluntary customer feedback and  
19                         focus groups;

20                  “(E) the Office of Science and Technology  
21                  Policy with respect to good practices in behav-  
22                  ioral sciences and human-centered design;

23                  “(F) the National Archives and Records  
24                  Administration and the Library of Congress  
25                  with respect to historical context, multimedia,

1 and stories of agency achievement throughout  
2 history; and

3 “(G) any other entity determined appro-  
4 priate by the Director.

5 “(2) SUPPORT.—In collaborating with the enti-  
6 ties described in paragraph (1), the Director shall  
7 ensure that those entities have sufficient resources  
8 to carry out the collaboration.

9 “(d) UPDATES.—Not later than 1 year after the date  
10 on which guidance is issued under subsection (a), and an-  
11 nually thereafter, the Director shall update the guid-  
12 ance.”.

13 (2) CLERICAL AMENDMENT.—The table of sec-  
14 tions for chapter 3, United States Code, is amended  
15 by adding at the end the following:

“SUBCHAPTER III—FEDERAL CUSTOMER EXPERIENCE

“321. Definitions.

“322. Agency requirements.

“323. OMB Customer experience guidance.”.

16 **SEC. 6. RECOGNIZING EXCEPTIONAL PERFORMANCE AND**  
17 **EARLY ADOPTERS.**

18 (a) ESTABLISHMENT.—The Director may establish 1  
19 or more programs that, on an annual basis, recognize indi-  
20 viduals and teams across the Federal workforce, the dedi-  
21 cation of which supports—

1           (1) the early adoption of innovative customer  
2           experience tools or human-centered design practices  
3           by an agency to improve—

4                   (A) performance;

5                   (B) customer experience; or

6                   (C) public communication; or

7           (2) the exceptional delivery by an agency of—

8                   (A) results that aligns with the mission of  
9           the agency;

10                   (B) customer experience;

11                   (C) public communication; and

12                   (D) the accountable stewardship of re-  
13           sources.

14           (b) PUBLIC PARTICIPATION.—A program established  
15           under subsection (a) may involve a mechanism to foster  
16           participation in the recognition efforts of the program  
17           by—

18                   (1) members of the general public;

19                   (2) Federal employees; and

20                   (3) members of Congress or congressional com-  
21           mittees.

22           (c) PUBLIC COMMUNICATION.—A program estab-  
23           lished under subsection (a) may include year-round and  
24           interactive public communication efforts to ensure that the  
25           achievements of individuals and teams recognized by the

1 program are communicated to the public in a manner  
2 that—

3 (1) is compelling;

4 (2) is tailored to regional and demographic con-  
5 siderations; and

6 (3) emphasizes the breadth and scope of ongo-  
7 ing and exceptional efforts of the Federal Govern-  
8 ment to serve the public.

9 **SEC. 7. INTEGRATING CUSTOMER EXPERIENCE INTO TI-**  
10 **TLES 5 AND 31.**

11 (a) TITLE 5 AMENDMENTS.—

12 (1) AGENCY STRATEGIC PLANS.—Section 306  
13 of title 5, United States Code, is amended—

14 (A) in subsection (a)—

15 (i) in paragraph (8)—

16 (I) by inserting “and agency cus-  
17 tomer feedback data” after “the pro-  
18 gram evaluations”; and

19 (II) by striking “and” at the end;

20 (ii) in paragraph (9)(F), by striking  
21 the period at the end and inserting “;  
22 and”; and

23 (iii) by adding at the end the fol-  
24 lowing:

1           “(10) a description of how the goals and objec-  
2           tives of the agency contribute to improved customer  
3           experience and public confidence in the agency.”;  
4           and

5                       (B) in subsection (f)—

6                               (i) by striking “section the term” and  
7                               inserting “section—

8                               “(1) the term”;

9                               (ii) in paragraph (1), as so des-  
10                              ignated, by striking the period at the end  
11                              and inserting a semi colon; and

12                             (iii) by adding at the end the fol-  
13                             lowing:

14                             “(2) the term ‘agency customer’ means a Fed-  
15                             eral customer of an agency; and

16                             “(3) the term ‘customer experience’ and ‘Fed-  
17                             eral customer’ have the meanings given those terms  
18                             in section 321.”.

19                             (2) AGENCY EVIDENCE-BUILDING PLAN.—Sec-  
20                             tion 312(a) of title 5, United States Code, is amend-  
21                             ed—

22                             (A) in the matter preceding paragraph (1),  
23                             by inserting “customer experience (as defined in  
24                             section 321),” before “and regulations”; and

1 (B) in paragraph (1), by inserting “and  
2 improve customer experience (as defined in sec-  
3 tion 321)” after “support policymaking”.

4 (3) FUNCTIONS OF THE DIRECTOR OF THE OF-  
5 FICE OF PERSONNEL MANAGEMENT.—Section  
6 1103(c)(2) of title 5, United States Code, is amend-  
7 ed—

8 (A) in subparagraph (A)—

9 (i) in clause (i), by striking “and” at  
10 the end;

11 (ii) by redesignating clause (ii) as  
12 clause (iii); and

13 (iii) by inserting after clause (i) the  
14 following:

15 “(ii) ensuring employee engagement (as defined  
16 in section 321) is a central component of the strat-  
17 egy and priorities of those agencies; and”;

18 (B) in subparagraph (D), by inserting  
19 “and leads to high-quality customer experience  
20 (as defined in section 321)” after “workforce”.

21 (b) TITLE 31 AMENDMENTS.—

22 (1) FEDERAL GOVERNMENT AND AGENCY PER-  
23 FORMANCE PLANS.—

24 (A) IN GENERAL.—Section 1115 of title  
25 31, United States Code, is amended—

1 (i) in subsection (a)—

2 (I) in paragraph (5), by striking  
3 “and” at the end;

4 (II) in paragraph (6)—

5 (aa) by inserting “, includ-  
6 ing factors that make it more dif-  
7 ficult for agencies to learn  
8 through voluntary customer feed-  
9 back, testing, focus groups,  
10 human-centered design practices,  
11 or otherwise foster active public  
12 participation in Government,”  
13 after “in nature”; and

14 (bb) by striking the period  
15 at the end and inserting “; and”;  
16 and

17 (III) by adding at the end the  
18 following:

19 “(7) identify entities, which shall include the  
20 Office of Management and Budget and the entities  
21 listed in section 323(c)(1) of title 5, with mission  
22 support and coordination functions to enable other  
23 agencies to improve customer experience and em-  
24 ployee engagement and request sufficient budgets.”;

25 (ii) in subsection (b)—

1 (I) in paragraph (1), by inserting  
2 “, which shall include at least 1 per-  
3 formance goal related to customer ex-  
4 perience” after “next fiscal year”;

5 (II) in paragraph (5)(A), by in-  
6 sserting “, including overall employee  
7 engagement considerations, which  
8 shall include soliciting and responding  
9 to feedback from employees” after  
10 “performance goals”;

11 (III) in paragraph (6), by strik-  
12 ing “customer service” and inserting  
13 “customer experience”;

14 (IV) by redesignating paragraphs  
15 (9) and (10) as paragraphs (10) and  
16 (11), respectively; and

17 (V) by inserting after paragraph  
18 (8) the following:

19 “(9) describe customer experience opportunities  
20 and challenges facing the agency and identify—

21 “(A) key interaction points between the  
22 agency and the public;

23 “(B) Federal customer needs in relation to  
24 the overall agency mission, which may draw  
25 from reporting required under section 1116;



1           “(C) capabilities, resources, tradeoffs, con-  
2           straints, and risks related to customer experi-  
3           ence; and

4           “(D) the linkage between customer experi-  
5           ence and employee engagement, including—

6                   “(i) cultural strengths and weakness  
7                   among the workforce that either enable  
8                   high-quality customer experience or render  
9                   high-quality customer experience difficult;

10                   “(ii) capability, resource, or statutory  
11                   challenges, tradeoffs, constraints, or risks  
12                   related to employee engagement; and

13                   “(iii) the voice of employees and the  
14                   extent to which agencies regularly solicit,  
15                   consider, and respond to employee feed-  
16                   back;”;

17                   (iii) by redesignating subsection (h) as  
18                   subsection (i);

19                   (iv) by inserting after subsection (g)  
20                   the following:

21           “(h) Agencies and components of agencies, particu-  
22           larly high-impact service providers (as defined in section  
23           321 of title 5), are encouraged to develop more detailed  
24           customer experience action plans in coordination with the  
25           Office of Management and Budget.”; and

1 (v) in subsection (i), as so redesignated,  
2 nated, by striking paragraph (3) and inserting  
3 the following:

4 “(3) ‘customer experience’, the term ‘employee  
5 engagement’, and the term ‘Federal customer’ have  
6 the meanings given such terms in section 321 of title  
7 5;”.

8 (B) TECHNICAL AND CONFORMING AMEND-  
9 MENTS.—

10 (i) Section 1122(a)(1)(D) of title 31,  
11 United States Code, is amended by striking  
12 “section 1115(h)” and inserting “section  
13 1115”.

14 (ii) Section 6401(2)(A) of title 31,  
15 United States Code, is amended by striking  
16 “section 1115(h)” and inserting “section  
17 1115”.

18 (2) AGENCY PERFORMANCE REPORTING.—Section  
19 1116(a) of title 31, United States Code, is  
20 amended by inserting “, which shall include cus-  
21 tomer experience as a central component” after  
22 “performance”.

23 (3) FEDERAL GOVERNMENT AND AGENCY PRI-  
24 ORITY GOALS.—Section 1120(a)(1)(B) of title 31,  
25 United States Code, is amended—

1 (A) in clause (iv), by striking “and” at the  
2 end;

3 (B) in clause (v), by adding “and” at the  
4 end; and

5 (C) by adding at the end the following:

6 “(vi) customer experience.”.

7 (4) TRANSPARENCY OF PROGRAMS, PRIORITY  
8 GOALS, AND RESULTS.—Section 1122(c) of title 31,  
9 United States Code, is amended—

10 (A) in paragraph (8), by striking “and” at  
11 the end;

12 (B) in paragraph (9), by striking the pe-  
13 riod at the end and inserting “; and”; and

14 (C) by adding at the end the following:

15 “(10) an assessment of overall trust in the Fed-  
16 eral Government and customer experience, including  
17 an assessment of—

18 “(A) agency and sector-specific (such as  
19 health) considerations, progress, and achieve-  
20 ments;

21 “(B) shortcomings and where more  
22 progress must be made;

23 “(C) external constraints; and

24 “(D) human-level case studies of high per-  
25 formance.”.

1 **SEC. 8. ADEQUATELY RESOURCING CUSTOMER EXPERI-**  
2 **ENCE AND EMPLOYEE ENGAGEMENT.**

3 (a) INCLUDING CUSTOMER EXPERIENCE IN FED-  
4 ERAL CITIZEN SERVICES FUND.—

5 (1) IN GENERAL.—Section 323 of title 40,  
6 United States Code, is amended—

7 (A) by striking the section heading and in-  
8 serting “**Federal Citizen Services**  
9 **Fund**”; and

10 (B) in subsection (a), by striking “purpose  
11 of” and all that follows and inserting “purpose  
12 of—

13 “(1) disseminating Federal Government infor-  
14 mation to the public;

15 “(2) improving—

16 “(A) customer experience (as defined in  
17 section 321 of title 5);

18 “(B) mechanisms for public participation  
19 in the Federal Government; and

20 “(C) communication of the Federal Gov-  
21 ernment to the public, including tailored mes-  
22 saging and human-centered stories of the im-  
23 pact of the Federal Government, including  
24 through human-centered design practices; and

25 “(3) other related purposes.”.

1           (2) CONFORMING AMENDMENT.—The table of  
2 sections for chapter 3 of title 40, United States  
3 Code, is amended by striking the item relating to  
4 section 323 and inserting the following:

“323. Federal Citizen Services Fund.”.

5           (b) OMB TRANSFER AUTHORITY.—

6           (1) IN GENERAL.—With the approval of the Di-  
7 rector, the head of an agency may transfer funds  
8 available to the agency from appropriations to fi-  
9 nance customer experience activities.

10           (2) AMOUNT.—The amounts transferred by the  
11 head of an agency under paragraph (1) may not ex-  
12 ceed \$10,000,000 in a fiscal year.

13           (3) AGGREGATE LIMITATION.—The total  
14 amount of transfers approved by the Director under  
15 paragraph (1) may not exceed \$50,000,000 in a fis-  
16 cal year.

17           (4) NOTIFICATION.—Not later than 30 days be-  
18 fore the date on which the head of an agency exe-  
19 cutes a transfer authorized under paragraph (1), the  
20 head of the agency shall notify the Committee on  
21 Appropriations of the Senate and the Committee on  
22 Appropriations of the House of Representatives.

23           (5) SUNSET.—The authority to make a transfer  
24 under this subsection shall terminate on September  
25 30, 2026.

1 **SEC. 9. CHIEF CUSTOMER EXPERIENCE OFFICER OF THE**  
2 **UNITED STATES.**

3 (a) **ESTABLISHMENT.**—Not later than 30 days after  
4 the date of enactment of this Act, the Director shall estab-  
5 lish the Office of Customer Experience.

6 (b) **CHIEF CUSTOMER EXPERIENCE OFFICER.**—The  
7 Office of Customer Experience shall be led by the Chief  
8 Customer Experience Officer of the United States, who  
9 shall be appointed by the Director.

10 (c) **QUALIFICATIONS.**—The Chief Customer Experi-  
11 ence Officer of the United States shall have demonstrated  
12 training and experience in—

- 13 (1) complex inter-organizational coordination;
- 14 (2) management;
- 15 (3) establishing customer experience programs  
16 within service delivery organizations;
- 17 (4) customer experience disciplines, such as  
18 product management, understanding the true needs  
19 of customers, experience and perception measure-  
20 ment, and human-centered design research;
- 21 (5) employee engagement; and
- 22 (6) public communications or marketing.

23 (d) **FUNCTIONS.**—The Chief Customer Experience  
24 Officer of the United States shall—

- 25 (1) serve as a voice for the public within senior  
26 level interagency policy processes, including by—

1 (A) advocating for the means to solicit and  
2 respond to public feedback and human-centered  
3 design insights to inform program and service  
4 design and delivery;

5 (B) enhancing public participation in the  
6 planning, execution, and evaluation of agency  
7 programs; and

8 (C) providing the public with timely and  
9 compelling communication about the impact of  
10 the policy and programs of the Federal Govern-  
11 ment that is tailored to regional or demographic  
12 considerations;

13 (2) serve as the chief official responsible for im-  
14 proving public trust in the Federal Government, in-  
15 cluding by, in consultation with the heads of agen-  
16 cies—

17 (A) establishing ambitious Government-  
18 wide, sector-specific (such as health), and agen-  
19 cy targets; and

20 (B) identifying Government-wide focal  
21 points, including call centers, and agency and  
22 Government-wide public websites using human-  
23 centered design practices;

24 (3) in collaboration with the Deputy Director  
25 for Management—

1 (A) establish priorities, goals, and targets  
2 that are cross-agency, sector-specific (such as  
3 health), experience-specific (such as retirement),  
4 Government-wide, and agency-specific;

5 (B) assess needs and opportunities to im-  
6 prove customer experience; and

7 (C) convene Chief Operating Officers, or  
8 equivalent officials, of agencies through meet-  
9 ings of the President’s Management Council, or  
10 similar means to—

11 (i) align resources with priorities;

12 (ii) assign responsibility; and

13 (iii) ensure accountability;

14 (4) in collaboration with the heads of the agen-  
15 cies listed in section 323(c)(1) of title 5, United  
16 States Code—

17 (A) develop a Government-wide service de-  
18 livery strategy to serve as a focal point for the  
19 public and include customer service standards  
20 in the strategy, as appropriate;

21 (B) capture and develop Government-wide  
22 and sector-specific best practices for—

23 (i) customer experience;

24 (ii) employee engagement;



- 1 (iii) design of websites and interactive  
2 portals, online forms, social media, and  
3 other digital platforms of agencies; and  
4 (iv) communication;
- 5 (C) encourage cross-agency efforts relating  
6 to improving customer experience; and
- 7 (D) pilot and implement innovative tech-  
8 nologies and strategies from human-centered  
9 design to improve customer experience;
- 10 (5) identify—
- 11 (A) life moments of Federal Government  
12 customers in which agencies have a role; and
- 13 (B) other key focal points or interactions  
14 that are particularly salient for interaction of  
15 the public with the Federal Government;
- 16 (6) in collaboration with the heads of agencies  
17 and State and municipal governments, develop inno-  
18 vative and collaborative means to improve how the  
19 Federal Government meets the current and future  
20 needs of the public;
- 21 (7) develop a framework to help agencies accu-  
22 rately assess the true costs, benefits, and costs of in-  
23 action with respect to improving customer experi-  
24 ence, taking into account the many benefits of im-

1 proved public engagement, including receiving more  
2 accurate and timely public data inputs; and

3 (8) in collaboration with the heads of relevant  
4 agencies, develop good practices on customer experi-  
5 ence and employee engagement, including through  
6 engagement and dialogue with advocacy groups, pri-  
7 vate sector organizations, and foreign government  
8 officials.

9 **SEC. 10. INTEGRATING CUSTOMER EXPERIENCE INTO THE**  
10 **RESPONSIBILITIES OF KEY AGENCY OFFI-**  
11 **CIALS.**

12 (a) PERFORMANCE IMPROVEMENT OFFICERS AND  
13 THE PERFORMANCE IMPROVEMENT COUNCIL.—Section  
14 1124 of title 31, United States Code, is amended—

15 (1) in subsection (a)(2)—

16 (A) by redesignating subparagraphs (B)  
17 through (F) as subparagraphs (C) through (G),  
18 respectively;

19 (B) by inserting after subparagraph (A)  
20 the following:

21 “(B) in consultation with agency staff re-  
22 sponsible for customer experience and commu-  
23 nications, advise the head of the agency and the  
24 Chief Operating Officer, or an equivalent offi-  
25 cial, on the agency contribution to public trust

1 in Government, including through customer ex-  
2 perience, mechanisms for public participation in  
3 Government, and communication with the pub-  
4 lic on agency performance, consistent with sub-  
5 paragraph (G);”;

6 (C) in subparagraph (D), as so redesign-  
7 ated, by inserting “, with an emphasis on cus-  
8 tomer experience” before the semicolon;

9 (D) in subparagraph (E), as so redesign-  
10 ated, by inserting “and soliciting voluntary  
11 customer experience feedback” after “agency  
12 performance”;

13 (E) in subparagraph (F), as so redesign-  
14 ated, by striking “and” at the end;

15 (F) in subparagraph (G), as so redesign-  
16 ated, by striking the period at the end and in-  
17 serting “; and”; and

18 (G) by adding at the end the following:

19 “(H) in collaboration with other relevant  
20 officials, revise and update the website of the  
21 agency and develop and implement proactive  
22 public outreach strategies that emphasize  
23 human-level stories of impact, geographic or de-  
24 mographic considerations of the target audi-  
25 ence, and human centered design, in collabora-

1           tion with other agency officials and support  
2           agencies, including the United States Digital  
3           Service and the General Services Administra-  
4           tion.”; and

5           (2) in subsection (b)(2)—

6                 (A) in subparagraph (B), by inserting “,  
7                 especially related to customer experience” be-  
8                 fore the semicolon;

9                 (B) in subparagraph (D), by inserting “es-  
10                 pecially customer experience, and barriers to  
11                 developing and enhancing public trust in Gov-  
12                 ernment,” after “performance issues,”; and

13                 (C) in subparagraph (H) by inserting “and  
14                 customer experience” after “performance im-  
15                 provement experiences”.

16           (b) AGENCY CHIEF HUMAN CAPITAL OFFICERS.—  
17           Section 1401(1) of title 5, United States Code, is amended  
18           by inserting “, with an emphasis on enhancing employee  
19           engagement (as defined in section 321)” before the semi-  
20           colon.

21           (c) AUTHORITIES AND FUNCTIONS OF CHIEF HUMAN  
22           CAPITAL OFFICERS.—Section 1402(a)(4) of title 5,  
23           United States Code, is amended to read as follows:

24                 “(4) the hiring and performance management  
25                 authorities for developing and advocating a culture

1 of continuous learning and employee engagement (as  
2 defined in section 321) to attract and retain employ-  
3 ees with superior abilities, motivation, and pride in  
4 their work who will contribute to overall agency per-  
5 formance and customer experience (as defined in  
6 section 321), which shall be delegated to the Chief  
7 Human Capital Officer by the Director of the Office  
8 of Personnel Management;”.

9 (d) CHIEF INFORMATION OFFICER AUTHORITIES.—  
10 Section 11319(d)(1) of title 40, United States Code, is  
11 amended—

12 (1) by redesignating subparagraphs (C), (D),  
13 (E), (F), (G), and (H) as subparagraphs (D), (E),  
14 (F), (G), (H), and (I), respectively; and

15 (2) by inserting after subparagraph (B) the fol-  
16 lowing:

17 “(C) to improve customer experience (as  
18 defined in section 321 of title 5) through tar-  
19 geted information technology improvement and  
20 analytics;”.

21 (e) PROGRAM MANAGEMENT IMPROVEMENT OFFI-  
22 CER AND PROGRAM MANAGEMENT POLICY COUNCIL.—  
23 Section 1126 of title 31, United States Code, is amend-  
24 ed—

25 (1) in subsection (a)(2)(B)—

1 (A) in clause (i)—

2 (i) in subclause (I), by striking “and”  
3 at the end;

4 (ii) in subclause (II), by striking the  
5 period at the end and inserting “; and”;  
6 and

7 (iii) by adding at the end the fol-  
8 lowing:

9 “(III) training that emphasizes  
10 customer experience.”; and

11 (B) in clause (iii), by striking “career  
12 paths and career” and inserting “employee en-  
13 gagement, career paths, and career”; and

14 (2) in subsection (b)(2)(C)—

15 (A) in clause (i), by striking “career devel-  
16 opment and” and inserting “employee engage-  
17 ment, career development, and”; and

18 (B) in clause (ii), by inserting “, including  
19 customer experience” after “project manage-  
20 ment”.

21 (f) CHIEF DATA OFFICERS AND CHIEF DATA OFFI-  
22 CER COUNCIL.—

23 (1) CHIEF DATA OFFICERS.—Section 3520(c)  
24 of title 44, United States Code, is amended—

1 (A) in paragraph (7), by inserting “, in-  
2 cluding data use relating to customer experi-  
3 ence and employee engagement” after “data  
4 use”; and

5 (B) in paragraph (12), by inserting “, in-  
6 cluding data use relating to customer experi-  
7 ence and employee engagement” after “data  
8 use”.

9 (2) CHIEF DATA OFFICER COUNCIL.—Section  
10 3520A(b)(3) of title 44, United States Code, is  
11 amended by inserting “, including policymaking re-  
12 lating to customer experience and employee engage-  
13 ment” after “policymaking”.

14 **SEC. 11. CUSTOMER EXPERIENCE OFFICERS FOR AGENCY**  
15 **COMPONENTS.**

16 (a) DESIGNATION.—

17 (1) IN GENERAL.—The head of an agency may  
18 designate 1 or more Lead Customer Experience Offi-  
19 cers for a component of the agency that presents  
20 significant customer experience opportunities or  
21 challenges.

22 (2) HIGH-IMPACT SERVICE PROVIDERS.—It is  
23 the sense of Congress that, the head of an agency  
24 that is a high-impact service provider should make  
25 a designation under paragraph (1).

1           (3) QUALIFICATIONS.—A Lead Customer Expe-  
2           rience Officer of a component of an agency des-  
3           ignated under paragraph (1) shall have dem-  
4           onstrated training and experience in—

5                   (A) agency leadership;

6                   (B) management;

7                   (C) policy;

8                   (D) customer experience;

9                   (E) employee engagement;

10                  (F) digital experience;

11                  (G) public communications; or

12                  (H) marketing.

13           (b) FUNCTIONS.—The Lead Customer Experience  
14           Officer of a component of an agency shall—

15                   (1) report directly to the head of the component  
16                   or the deputy head of the agency;

17                   (2) be included in the budget formulation proc-  
18                   ess of the component;

19                   (3) recommend modifications to policies of  
20                   agencies to incorporate customer experience as an  
21                   essential priority, including—

22                           (A) rules (as defined in section 551 of title  
23                           5, United States Code); and

24                           (B) any other relevant policies;



1           (4) issue directives, guidance, or policies for the  
2           component on customer experience that articulate  
3           how strategy and mission link to customer experi-  
4           ence management and outcomes;

5           (5) participate in agency peer-learning and  
6           sharing and ensure that customer experience prac-  
7           tices are informed by good practices from the private  
8           sector or other agencies;

9           (6) in concert with agency-wide efforts and con-  
10          sistent with guidance of the Office of Management  
11          and Budget, assess and measure the overall public  
12          perceptions of the component;

13          (7) coordinate the development, resourcing, and  
14          implementation of customer experience priorities;

15          (8) engage employees and contractors of the  
16          component in customer experience and employee en-  
17          gagement, including through process reforms, train-  
18          ing, workshops, and other interventions designed to  
19          shift the culture of the component to increasingly  
20          focus on measuring customer experience and the  
21          outcomes that the component produces, such as im-  
22          proved trust; and

23          (9) serve as the liaison of the component to  
24          other components of the agency, other agencies, and  
25          the Office of Management and Budget on improving

1 customer experience and trust in the Federal Gov-  
2 ernment.

3 **SEC. 12. PAPERWORK REDUCTION ACT VOLUNTARY CUS-**  
4 **TOMER FEEDBACK REFORM.**

5 (a) APPLICATION OF PAPERWORK REDUCTION ACT  
6 TO COLLECTION OF VOLUNTARY FEEDBACK.—Sub-  
7 chapter I of chapter 35 of title 44, United States Code  
8 (commonly known as the “Paperwork Reduction Act”), is  
9 amended—

10 (1) in section 3502—

11 (A) in paragraph (22), by striking “and”  
12 at the end;

13 (B) in paragraph (23), by striking the pe-  
14 riod at the end and inserting “; and”; and

15 (C) by adding at the end the following:

16 “(24) the term ‘voluntary customer feedback’  
17 has the meaning given the term in section 321 of  
18 title 5.”; and

19 (2) in section 3518(c)(1)—

20 (A) in subparagraph (C), by striking “or”  
21 at the end;

22 (B) in subparagraph (D), by striking the  
23 period at the end and inserting “; or”; and

24 (C) by adding at the end the following:

1                   “(E) by an agency that is voluntary cus-  
2                   tomer feedback.”.

3           (b) GUIDELINES FOR VOLUNTARY CUSTOMER FEED-  
4 BACK.—Each agency that solicits voluntary customer feed-  
5 back shall ensure that—

6                   (1) responses to the solicitation of voluntary  
7                   customer feedback remain anonymous and are not  
8                   traced to specific individuals or entities;

9                   (2) individuals and entities who decline to par-  
10                  ticipate in the solicitation of voluntary customer  
11                  feedback are not treated differently by the agency  
12                  for purposes of providing services or information;

13                  (3) the solicitation does not include more than  
14                  10 questions;

15                  (4) the voluntary nature of the solicitation is  
16                  clear;

17                  (5) the proposed solicitation of voluntary cus-  
18                  tomer feedback will contribute to improved customer  
19                  service;

20                  (6) solicitations of voluntary customer feedback  
21                  are limited to 1 solicitation per interaction with an  
22                  individual or entity;

23                  (7) to the extent practicable, the solicitation of  
24                  voluntary customer feedback is made at the point of  
25                  service with an individual or entity;

1 (8) instruments for collecting voluntary cus-  
2 tomer feedback are accessible to individuals with dis-  
3 abilities in accordance with section 508 of the Reha-  
4 bilitation Act of 1973 (29 U.S.C. 794d); and

5 (9) internal agency data governance policies re-  
6 main in effect with respect to the collection of vol-  
7 untary customer feedback from individuals and enti-  
8 ties.

9 **SEC. 13. EFFECTIVELY COMMUNICATING AGENCY PER-**  
10 **FORMANCE TO THE PUBLIC.**

11 (a) 21ST CENTURY IDEA.—Section 6(4) of the 21st  
12 Century Integrated Digital Experience Act (44 U.S.C.  
13 3501 note) is amended—

14 (1) by striking “customers, identify areas” and  
15 inserting “customers, identify—

16 “(A) areas”;

17 (2) in subparagraph (A), as so designated, by  
18 adding “and” at the end; and

19 (3) by adding at the end the following:

20 “(B) opportunities to provide—

21 “(i) a more engaging customer experi-  
22 ence (as defined in section 321 of title 5,  
23 United States Code) through human-level  
24 content, such as stories of individual im-  
25 pact or multimedia testimonials; and

1           “(ii) design improvements of websites  
2           and interactive portals, online forms, social  
3           media, and other digital platforms of agen-  
4           cies and the Federal Government;”.

5           (b) USA.GOV AND AGENCY WEBSITES.—

6           (1) E-GOVERNMENT ACT OF 2002.—The E-Gov-  
7           ernment Act of 2002 (44 U.S.C. 3501 note) is  
8           amended—

9           (A) in section 204(a)—

10           (i) in paragraph (1)—

11           (I) by striking “and promote an”

12           and inserting “and promote—

13           “(A) an”;

14           (II) in subparagraph (A), as so

15           designated, by striking the period at

16           the end and inserting “; and”; and

17           (III) by adding at the end the

18           following:

19           “(B) a well-designed interactive experience

20           for visitors to the Internet-based system main-

21           tained under subparagraph (A) that—

22           “(i) is tailored to the needs of indi-  
23           vidual visitors;

24           “(ii) includes context about the im-  
25           pact and achievements of the Federal Gov-

1 ernment, including human-level multimedia  
2 stories; and

3 “(iii) offers visitors an opportunity to  
4 submit—

5 “(I) voluntary customer feed-  
6 back, as defined in section 321 of title  
7 5, United States Code; and

8 “(II) information about personal  
9 experiences with the Federal Govern-  
10 ment of visitors.”; and

11 (ii) in paragraph (2), by adding at the  
12 end the following:

13 “(E) The inclusion of an interactive map  
14 of the United States that—

15 “(i) allows visitors of the integrated  
16 system to view the human-level impact of  
17 programs and policies of agencies, tailored  
18 by the geographic region and demographic  
19 profile of the visitor; and

20 “(ii) links to the websites of agencies  
21 and components of agencies in order for  
22 visitors to obtain additional information.”;  
23 and

24 (B) in section 207(f)(1)—

1 (i) in the matter preceding subpara-  
2 graph (A), by striking “Not later than 2  
3 years after the effective date of this title”  
4 and inserting “Not later than 2 years after  
5 the date of enactment of the Trust in Pub-  
6 lic Service Act”;

7 (ii) in subparagraph (A)—

8 (I) in clause (iii), by striking  
9 “and” at the end;

10 (II) in clause (iv), by striking  
11 “and” at the end; and

12 (III) by adding at the end the  
13 following:

14 “(v) historical context and stories  
15 about the impact and achievements of the  
16 agency; and

17 “(vi) human-level stories of the impact  
18 of the agency, including multimedia  
19 testimonials from the public;” and

20 (iii) by striking subparagraph (B) and  
21 inserting the following:

22 “(B) minimum agency goals to assist pub-  
23 lic users to—

24 “(i) navigate agency websites, includ-  
25 ing—

1                   “(I) the speed of retrieval of  
2 search results;

3                   “(II) the relevance of the results;

4                   “(III) tools to aggregate and  
5 disaggregate data; and

6                   “(IV) security protocols to pro-  
7 tect information; and

8                   “(ii) efficiently and easily obtain serv-  
9 ices of the agency and information to bet-  
10 ter understand the mission and impact of  
11 the agency and have an emotionally posi-  
12 tive experience while obtaining those serv-  
13 ices and information, including—

14                   “(I) measures to ensure the cus-  
15 tomer experience (as defined in sec-  
16 tion 321 of title 5, United States  
17 Code), of public users, which may in-  
18 clude—

19                   “(aa) task completion rates;

20                   “(bb) time taken to complete  
21 a task;

22                   “(cc) drop out points; and

23                   “(dd) user comprehension  
24 and satisfaction measurements;



1                   “(II) visual presentations of  
2                   curated testimonials segmented by ge-  
3                   ographic and demographic profiles;  
4                   and

5                   “(III) functionality that allows  
6                   website visitors to submit voluntary  
7                   customer feedback (as defined in sec-  
8                   tion 321 of title 5, United States  
9                   Code) or personal testimonials  
10                  through text or multimedia functions;  
11                  and

12                  “(C) instructions for agencies to assess the  
13                  minimum agency goals described in subpara-  
14                  graph (B) through testing, focus groups, and  
15                  voluntary customer feedback (as defined in sec-  
16                  tion 321 of title 5, United States Code)”.  
17

18                  (2) AGENCY REPORTS.—Not later than 1 year  
19                  after the date of enactment of this Act, the head of  
20                  each agency shall submit to the Director a report  
21                  on—

22                  (A) any changes made to the website of  
23                  the agency and the digital experience of visitors  
24                  to the website of the agency in accordance with  
                    guidance issued under section 207(f) of the E-

1 Government Act of 2002 (44 U.S.C. 3501  
2 note), as amended by this Act; and

3 (B) any collaboration or consultation relat-  
4 ing to the customer experience of the agency  
5 with an agency described in section 323(c)(1) of  
6 title 5, United States Code, as added by this  
7 Act.

8 (3) OMB REPORT.—Not later than 30 days  
9 after the date on which the Director receives the re-  
10 ports from the heads of agencies under paragraph  
11 (2), the Director shall submit to Congress a report  
12 summarizing those reports.

13 **SEC. 14. PARTICIPATORY GOVERNMENT AND CIVIC DIA-**  
14 **LOGUE ADVISORY COUNCIL.**

15 (a) DEFINITIONS.—In this section:

16 (1) COUNCIL.—The term “Council” means the  
17 Participatory Government and Civic Dialogue Advi-  
18 sory Council.

19 (2) STATE.—The term “State” means—

20 (A) a State;

21 (B) the District of Columbia;

22 (C) the Commonwealth of Puerto Rico;

23 and

24 (D) any other territory or possession of the  
25 United States.

1           (b) ESTABLISHMENT.—The Director, in coordination  
2 with the Chief Customer Experience Officer of the United  
3 States appointed under section 9(b), shall establish an ad-  
4 visory council to be known as the “Participatory Govern-  
5 ment and Civic Dialogue Advisory Council” for the pur-  
6 pose of providing the recommendations described in sub-  
7 section (e).

8           (c) MEMBERSHIP.—

9           (1) IN GENERAL.—The Council shall consist of  
10       22 members appointed by the Director, of whom—

11               (A) 4 shall be representatives of a non-  
12       profit organization or foundation;

13               (B) 4 shall be representatives of agencies  
14       who have the responsibility to foster, or relevant  
15       experience in fostering, public participation in  
16       the prioritization of the policy, regulation, exe-  
17       cution, or evaluation of the Federal Govern-  
18       ment;

19               (C) 4 shall be representatives of a State,  
20       local, Tribal, or territorial government;

21               (D) 4 shall be representatives of academic  
22       or research institutions;

23               (E) 4 shall be representatives of busi-  
24       nesses; and

1 (F) 2 shall be representatives of media or-  
2 ganizations.

3 (2) GEOGRAPHIC DIVERSITY.—The Director  
4 shall ensure that—

5 (A) the membership of the Council is geo-  
6 graphically diverse; and

7 (B) not more than 2 of the members de-  
8 scribed in subparagraphs (A) through (E) of  
9 paragraph (1) represent the same State.

10 (3) TERMS; VACANCIES.—

11 (A) IN GENERAL.—Subject to subpara-  
12 graph (C), each member of the Council shall be  
13 appointed for a term of 3 years.

14 (B) TERM LIMITS.—Members of the Coun-  
15 cil may be appointed for not more than 2 con-  
16 secutive terms.

17 (C) INITIAL TERMS.—The terms of the ini-  
18 tial members of the Council may be 1, 2, or 3  
19 years in order to establish a rotation in which  
20 the Director appoints  $\frac{1}{3}$  of the members of the  
21 Council each year.

22 (D) VACANCIES.—Any member appointed  
23 to fill a vacancy occurring before the expiration  
24 of the term for which the member's predecessor  
25 was appointed shall be appointed only for the

1 remainder of that term. A member may serve  
2 after the expiration of that member's term until  
3 a successor has taken office.

4 (d) MEETINGS.—The Director shall convene the  
5 Council not less frequently than biannually.

6 (e) DUTIES.—The Council, on a continuous basis,  
7 shall provide to the Director written recommendations, in-  
8 cluding any recommendations relating to the 2-year plan  
9 required under subsection (h), that—

10 (1) focus on furthering a virtuous cycle in  
11 which responsive political institutions foster a  
12 healthy civic culture of participation and responsi-  
13 bility to ensure that political institutions are respon-  
14 sive and inclusive;

15 (2) evaluate, and recommend improvements for,  
16 opportunities for active and substantive public par-  
17 ticipation in the prioritization, design, implementa-  
18 tion, and evaluation of the policies of the Federal  
19 Government in order to—

20 (A) enhance the quality of the policies of  
21 the Federal Government; and

22 (B) increase the legitimacy of processes  
23 and outcomes of the Federal Government;

24 (3) identify opportunities created by digital  
25 platforms to—

1 (A) facilitate and enhance the interaction  
2 between the public and the Federal Govern-  
3 ment; and

4 (B) incorporate innovations in  
5 participatory democracy gleaned from—

6 (i) agencies;

7 (ii) State, local, Tribal, and territorial  
8 governments; and

9 (iii) governments across the world;

10 (4) evaluate, and recommend improvements  
11 for—

12 (A) civic dialogue and debate across the  
13 United States, with an emphasis on bridging  
14 differences and highlighting shared values; and

15 (B) efforts to counterbalance cynical, vitri-  
16 olic, and unproductive civil conversations on so-  
17 cial media by finding common ground; and

18 (5) assess, and recommend improvement for,  
19 the role of the Federal Government in using the con-  
20 vening power and resources of the Federal Govern-  
21 ment to complement—

22 (A) private and philanthropic funding;

23 (B) civic education at all educational levels  
24 and structures; and

25 (C) the media.

1 (f) COMPENSATION.—

2 (1) IN GENERAL.—Members of the Council may  
3 not receive compensation for the performance of  
4 services for the Council.

5 (2) TRAVEL EXPENSES.—Members of the  
6 Council shall be allowed travel expenses, including  
7 per diem in lieu of subsistence, at rates authorized  
8 for employees of agencies under subchapter I of  
9 chapter 57 of title 5, United States Code, while  
10 away from their homes or regular places of business  
11 in the performance of services for the Council.

12 (3) VOLUNTARY SERVICE PERMITTED.—Not-  
13 withstanding section 1342 of title 31, United States  
14 Code, the Secretary may accept the voluntary and  
15 uncompensated services of members of the Council.

16 (g) PERMANENCE.—Section 14 of the Federal Advi-  
17 sory Committee Act (5 U.S.C. App.) shall not apply to  
18 the Council.

19 (h) 2-YEAR PLAN.—

20 (1) IN GENERAL.—Not later than 1 year after  
21 the date of enactment of this Act, the Director, in  
22 consultation with the Council and the heads of ap-  
23 propriate agencies, shall submit to Congress a 2-year  
24 plan on participatory government and civic dialogue.

1           (2) CONTENTS.—The plan required under para-  
2 graph (1) shall include—

3           (A) a description of the problem relating to  
4 public participation in the Federal Government  
5 and civic dialogue;

6           (B) recommendations for agency and con-  
7 gressional action to improve public participation  
8 in the Federal Government, including—

9           (i) good practices;

10           (ii) a selection of illustrative mecha-  
11 nisms for agencies that can enable agencies  
12 to offer meaningful and impactful opportu-  
13 nities for public participation; and

14           (iii) a list of resources available to  
15 agencies to enable agencies to adopt and  
16 pilot recommendations;

17           (C) recommendations for agency and con-  
18 gressional action to improve civic conversation  
19 in the United States, including new—

20           (i) agency programs;

21           (ii) legislative authorities; or

22           (iii) funding; and

23           (D) a description of the concrete actions  
24 that agencies should take relating to the mis-  
25 sion of the Council during the 2-year period be-



1           ginning on the date on which the plan is sub-  
2           mitted under paragraph (1).

3           (3) DEVELOPMENT AND IMPLEMENTATION.—In  
4           developing and implementing the plan required  
5           under paragraph (1), the Director shall take into ac-  
6           count other efforts of the Federal Government to  
7           improve participatory government and civic dialogue,  
8           including customer experience initiatives and broader  
9           Federal Government communication.

10 **SEC. 15. GAO REPORTS.**

11           (a) REPORT ON AGENCY EFFORTS.—

12           (1) IN GENERAL.—Not later than 2 years after  
13           the date of enactment of this Act, the Comptroller  
14           General of the United States shall submit to Con-  
15           gress a report that includes an assessment of agency  
16           efforts to enhance customer experience and improve  
17           communication with the public.

18           (2) CONTENTS.—To the extent relevant infor-  
19           mation is available, the report required under para-  
20           graph (1) shall include the following:

21           (A) An assessment of the extent to which  
22           selected agencies actively assesses public con-  
23           fidence in the agency and programs of those  
24           agency, including by conducting surveys, con-  
25           vening focus groups, soliciting voluntary cus-

1 customer feedback, making use of public data, fos-  
2 tering public participation in the Federal Gov-  
3 ernment, and evaluating communication tools  
4 and strategies.

5 (B) An assessment of the experience of  
6 agencies, specific sectors, such as healthcare,  
7 and the Federal Government as a whole in im-  
8 proving customer experience, including whether  
9 guidance on customer experience, as of the date  
10 of enactment of this Act, is sufficient to sup-  
11 port the efforts of agencies.

12 (C) An assessment of—

13 (i) agencies with high-performing cus-  
14 tomer experience, including strategies that  
15 enable successful efforts; and

16 (ii) agencies that have not adopted  
17 customer experience culture or initiatives  
18 and the challenges those agencies faced in  
19 that adoption.

20 (D) An assessment of the compliance of  
21 agencies with requirements relating to customer  
22 experience, digital experience, and communica-  
23 tion (including through websites), including re-  
24 quirements under—

1 (i) the 21st Century Integrated Dig-  
2 ital Experience Act (44 U.S.C. 3501 note);  
3 and

4 (ii) other relevant authorities, includ-  
5 ing this Act.

6 (E) Any other matter the Comptroller  
7 General of the United States determines impor-  
8 tant to assessing customer experience or en-  
9 hancing confidence in agencies or the Federal  
10 Government as a whole.

11 (b) REPORT ON BEST PRACTICES.—

12 (1) IN GENERAL.—Not later than 2 years after  
13 the date of enactment of this Act, the Comptroller  
14 General of the United States shall submit to Con-  
15 gress a report that includes an examination of best  
16 practices in customer experience—

17 (A) across the Federal Government; and

18 (B) in State, local, Tribal, territorial, and  
19 foreign governments.

20 (2) CONTENTS.—To the extent relevant infor-  
21 mation is available, the report required under para-  
22 graph (1) shall include the following:

23 (A) An examination of the experience of  
24 agencies with sharing, disseminating, and  
25 adopting customer experience best practices

1 from other agencies and recommendations for  
2 improvement.

3 (B) An examination of successful efforts  
4 by State, local, and foreign governments to im-  
5 prove or create high quality, integrated cus-  
6 tomer experience, especially in the digital do-  
7 main, in order to identify useful lessons.

8 (C) Any other matter the Comptroller Gen-  
9 eral of the United States determines important  
10 to assessing customer experience or enhancing  
11 confidence in agencies or the Federal Govern-  
12 ment as a whole.

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