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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.

IN THE SENATE OF THE UNITED STATES

MAY 27, 2021

Mr. MURPHY (for himself and Mr. LANKFORD) introduced the following bill; which was read twice and referred to the Committee on Homeland Security and Governmental Affairs

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 **SEC. 5. ELEVATING CUSTOMER EXPERIENCE AND EM-**
 2 **PLOYEE ENGAGEMENT WITHIN THE FEDERAL**
 3 **GOVERNMENT.**

4 (a) REQUIREMENTS FOR CUSTOMER EXPERIENCE,
 5 PUBLIC COMMUNICATION, AND EMPLOYEE ENGAGE-
 6 MENT.—

7 (1) IN GENERAL.—Chapter 3 of title 5, United
 8 States Code, is amended by adding at the end the
 9 following:

10 **“Subchapter III—Federal Customer**
 11 **Experience**

12 **“§ 321. Definitions**

13 “In this subchapter:

14 “(1) AGENCY.—The term ‘agency’—

15 “(A) has the meaning give the term in sec-
 16 tion 306(f); and

17 “(B) includes the United States Postal
 18 Service.

19 “(2) CUSTOMER EXPERIENCE.—The term ‘cus-
 20 tomer experience’—

21 “(A) means the ways in which the Federal
 22 Government and agencies consider Federal cus-
 23 tomers at the center of the decision making
 24 process, including by—

25 “(i) understanding needs from the
 26 perspective of a Federal customer;

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 solicita-
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 ongoing and exceptional efforts of the Federal Government to serve the public.

9 **SEC. 7. INTEGRATING CUSTOMER EXPERIENCE INTO TITLES 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 customer feedback data” after “the program evaluations”; and
17
18

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 following:
24

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”; 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 serting “, 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 redesign-
 2 nated, by striking paragraph (3) and in-
 3 serting 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 strik-
 12 ing “section 1115(h)” and inserting “sec-
 13 tion 1115”.

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

18 (2) AGENCY PERFORMANCE REPORTING.—Sec-
 19 tion 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-

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

(8) in collaboration with the heads of relevant agencies, develop good practices on customer experience and employee engagement, including through engagement and dialogue with advocacy groups, private sector organizations, and foreign government officials.

SEC. 10. INTEGRATING CUSTOMER EXPERIENCE INTO THE RESPONSIBILITIES OF KEY AGENCY OFFICIALS.

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

(1) in subsection (a)(2)—

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

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

“(B) in consultation with agency staff responsible for customer experience and communications, advise the head of the agency and the Chief Operating Officer, or an equivalent official, 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 nated, by inserting “, with an emphasis on cus-
 8 tomer experience” before the semicolon;

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

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

15 (F) in subparagraph (G), as so redesign-
 16 nated, 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-

tion with other agency officials and support agencies, including the United States Digital Service and the General Services Administration.”; and

(2) in subsection (b)(2)—

(A) in subparagraph (B), by inserting “, especially related to customer experience” before the semicolon;

(B) in subparagraph (D), by inserting “especially customer experience, and barriers to developing and enhancing public trust in Government,” after “performance issues,”; and

(C) in subparagraph (H) by inserting “and customer experience” after “performance improvement experiences”.

(b) AGENCY CHIEF HUMAN CAPITAL OFFICERS.—

Section 1401(1) of title 5, United States Code, is amended by inserting “, with an emphasis on enhancing employee engagement (as defined in section 321)” before the semicolon.

(c) AUTHORITIES AND FUNCTIONS OF CHIEF HUMAN

CAPITAL OFFICERS.—Section 1402(a)(4) of title 5, United States Code, is amended to read as follows:

“(4) the hiring and performance management 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—

(A) in paragraph (7), by inserting “, including data use relating to customer experience and employee engagement” after “data use”; and

(B) in paragraph (12), by inserting “, including data use relating to customer experience and employee engagement” after “data use”.

(2) CHIEF DATA OFFICER COUNCIL.—Section 3520A(b)(3) of title 44, United States Code, is amended by inserting “, including policymaking relating to customer experience and employee engagement” after “policymaking”.

SEC. 11. CUSTOMER EXPERIENCE OFFICERS FOR AGENCY COMPONENTS.

(a) DESIGNATION.—

(1) IN GENERAL.—The head of an agency may designate 1 or more Lead Customer Experience Officers for a component of the agency that presents significant customer experience opportunities or challenges.

(2) HIGH-IMPACT SERVICE PROVIDERS.—It is the sense of Congress that, the head of an agency that is a high-impact service provider should make 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-

ernment, including human-level multimedia stories; and

“(iii) offers visitors an opportunity to submit—

“(I) voluntary customer feedback, as defined in section 321 of title 5, United States Code; and

“(II) information about personal experiences with the Federal Government of visitors.”; and

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

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

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

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

(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
on—

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

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

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

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

SEC. 14. PARTICIPATORY GOVERNMENT AND CIVIC DIALOGUE ADVISORY COUNCIL.

(a) DEFINITIONS.—In this section:

(1) COUNCIL.—The term “Council” means the Participatory Government and Civic Dialogue Advisory Council.

(2) STATE.—The term “State” means—

(A) a State;

(B) the District of Columbia;

(C) the Commonwealth of Puerto Rico;

and

(D) any other territory or possession of the 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 tomter 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—

(i) the 21st Century Integrated Digital Experience Act (44 U.S.C. 3501 note);
and

(ii) other relevant authorities, including this Act.

(E) Any other matter the Comptroller General of the United States determines important to assessing customer experience or enhancing confidence in agencies or the Federal Government as a whole.

(b) REPORT ON BEST PRACTICES.—

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

(A) across the Federal Government; and

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

(2) CONTENTS.—To the extent relevant information is available, the report required under paragraph (1) shall include the following:

(A) An examination of the experience of agencies with sharing, disseminating, and 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.

○