

Secretary

U.S. Department of Homeland Security
Washington, DC 20528



Homeland Security

July 13, 2023

Policy Statement 076-02

MEMORANDUM FOR: Agency and Office Leaders

FROM: Alejandro N. Mayorkas
Secretary

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SUBJECT: **Designing and Delivering Improved Customer Experience for the Public**

I. Purpose

DHS is committed to delivering services that are simple to use, accessible, equitable, protective, transparent, and responsive for all people of the United States. This Policy Statement provides direction to Agencies and Offices within the Department to establish Customer Experience (CX) capabilities and unifies those efforts under the direction of the DHS Chief Information Officer (CIO).

II. DHS Policy

As noted in Executive Order 14058, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*, agencies must

Work to deliver services more equitably and effectively, especially for those who have been historically underserved. Strengthening the democratic process requires providing direct lines of feedback and mechanisms for engaging the American people in the design and improvement of Federal Government programs, processes, and services.

Nowhere in the entire federal government is this statement more important than within our enterprise. The Department interacts more often with the public than any other federal agency. Those interactions include passengers traveling through our air, land, and sea ports of entry, businesses importing goods into the country, noncitizens applying for immigration benefits, and so many more examples across the country. The Department has a special responsibility to become a model for the rest of the government as it implements the President's vision.

III. Principles

DHS will prioritize customer-focused service delivery to:

- Improve national security and law enforcement mission outcomes;
- Rebuild trust in government;
- Increase equity, accessibility, and transparency in our services;
- Advance privacy and civil rights and civil liberties;
- Deliver timely benefits and services;
- Reduce training requirements, requests for information, and submission errors;
- Achieve cost savings and avoidance, and increase revenue from paid services; and,
- Improve employee engagement.

IV. Actions and Next Steps

Consistent with these principles, within 90 days of the date of this Policy Statement, the CIO will establish a CX Directorate to draft and coordinate a Directive and Instruction. This guidance will provide the framework for Department CX offices and programs and direct Department-wide actions to:

- Build capacity and spread CX principles and best practices among DHS employees, programs, and offices;
- Remove obstacles to understanding the needs of customers;
- Identify and track outcome-based metrics for evaluating customer experiences; and,
- Improve trust in the Department during the moments that matter most to the public we serve.

Within 180 days of this Policy Statement, Components¹ shall develop strategies to establish Component-level CX capabilities for approval by the CIO. Each Component strategy will address:

- Existing personnel and funds used for CX activities;
- Location or envisioned location of the CX office within the Component organization;
- Envisioned performance metrics for the CX office;
- Activities to be performed by Component CX personnel;
- Incorporation of CX into existing Component processes and programs such as
 - forms design,
 - procurements and acquisitions,
 - plain language public communications, and
 - internal policies and public facing programs;
- Recruitment and hiring of employees with CX and digital services skill sets, as needed;

¹OCIO will be responsible for the completion of requirements for all Headquarters Offices (with the exception of I&A and S&T).

- and,
- Identification of customer experience contracting support, as needed.

When approved, Components will have 180 days to implement these strategies. The Department will implement the strategies no later than the end of fiscal year 2024.

This policy does not rescind the existing responsibilities of Components identified by the Office of Management and Budget (OMB) as High Impact Service Providers (HISPs), who will continue to execute any responsibilities identified by the President in Executive Order 14058, meet the requirements of OMB Circular A-11 Section 280, and coordinate relevant OMB reporting with the CIO. In line with the recent recommendations of the Homeland Security Advisory Council, HISPs will also include, within their Component CX strategy submissions, their approach to:

- Build flexible and streamlined HISP staffing models to meet customer demands; and,
- Consistently collect customer feedback to inform customer experience improvements.

V. Definitions

The term CX will be defined in this document in the same manner as in Executive Order 14058.

VI. Further Implementation

In addition to the items identified within this Policy Statement, the CIO will provide guidance to Components as necessary.

VII. Distribution

DHS Agency and Office Leaders
Management Directorate Chief Executive Officers (CXOs)