



**Becoming The Model of
Customer Experience
Excellence In Government
June 18, 2024**

A group of people are seated around a long table in a meeting room, engaged in a discussion. One person is standing on the right side of the frame, possibly presenting. The room has large windows in the background.

" Things Are Changing At DEP"

Jessica Shirley
Acting Secretary
Department of Environmental Protection

▶ Driver for Change – PA Economic Development

A Ten-Year Strategic Plan for Economic Development in Pennsylvania

2024-2033

**PENNSYLVANIA
GETS IT DONE.**

Goals and Strategic Initiatives



Invest in Our Economic Growth to Compete.

We want our Commonwealth to be a place where we prioritize economic development investments, and where those investments result in real opportunities for our businesses, communities, and residents.

- Boost state investment in site development, preparedness, and marketing
- Expand support for small businesses with a focus on historically disadvantaged businesses and workers
- Streamline programs and increase funding for Pennsylvania's economic development toolkit
- Invest in tourism and recreational asset development to drive economic growth



Make Government Work at the Speed of Business.

We want our Commonwealth to be a place where all companies find an attractive business environment to innovate and thrive.

- Cut through red tape and foster collaboration across state agencies
- Reform state permitting processes with a focus on customer experience
- Reinvent and Invest in the PA Department of Community and Economic Development



Open Doors of Opportunity for All Pennsylvanians.

We want our Commonwealth to be a place where every Pennsylvanian can secure a family-sustaining job and a meaningful career.

- Keep Pennsylvanians in Pennsylvania through internships, apprenticeships, and experiential learning opportunities
- Double down on workforce training and pre-apprenticeship and registered apprenticeship programs
- Realign Pennsylvania's higher education system to meet our workforce needs
- Provide second chances and grow our workforce



Innovate to Win.

We want our Commonwealth to be a place where innovators become entrepreneurs and new discoveries enable our people and companies to succeed.

- Accelerate investments in priority industry sectors & entrepreneurial ecosystems through a newly established Pennsylvania Innovation Fund
- Launch Pennsylvania Problem Solvers startup competitions to find entrepreneurial solutions to our pressing challenges
- Establish industry & higher education innovation councils to provide government with real world counsel from business and thought leaders
- Start Buy Pennsylvania Initiative to align supply chain network and boost in-state collaboration

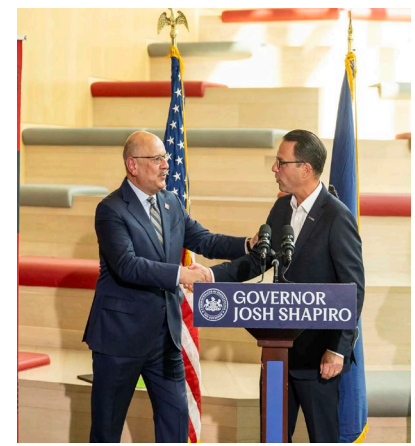
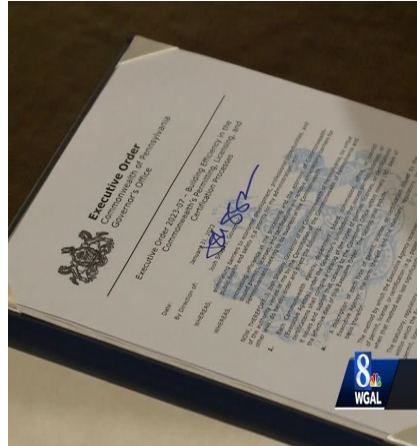


Build Vibrant and Resilient Regions.

We want our Commonwealth to be a place where every community flourishes and provides for the needs of all their residents and businesses.

- Launch the Pennsylvania Regional Challenge to incentivize regional growth
- Support communities by investing in downtowns and main streets
- Compete for federal funding to improve infrastructure and support businesses and workers
- Expand availability of housing

Governor's Executive Orders To Drive Change



Make It Easy To Do Business in PA (01-24-23)

Created the Office of Transformation and Opportunity. Aims to **make it easier** for businesses in Pennsylvania to keep doing business in the Commonwealth and a one-stop shop for businesses looking to grow.

Improve Permitting Process (1-31-23)

Ensure Pennsylvanians applying for occupational licenses, permits and certificates **get a timely response**.

The order sets deadlines for agencies to respond to applicants. If the deadline is missed, the applicant gets their money back.

Improve Online Experience (04-25-23)

Created the Commonwealth Office of Digital Experience, known as CODE PA. The Office will redesign state websites to be more user-friendly and available in multiple languages.

Expanding and Governing the Use of Generative AI (09-20-23)

A tool to enhance employee productivity and customer service and EO begins process to establish standards and governance for generative AI

Jessica Shirley, DEP Acting Secretary

Vision

To be a model environmental agency that is leading the way in science, innovation, and best practices to ensure clean air, land, and water for the health and safety of present and future generations.





**The Public is demanding faster,
seamless, and personalized service
from the Commonwealth of
Pennsylvania Department of
Environmental Protection!**

A photograph of a dense forest with a dirt path winding through it. The trees are tall and thin, with vibrant green foliage. Sunlight filters through the canopy, creating a bright and airy atmosphere. The path is made of dirt and gravel, leading the eye into the distance.

Improving Customer Experiences
Improves Trust At DEP

How Do We Measure Success



“I trust DEP to fulfill our Commonwealth’s commitment to its Customers.”

Trust

The **combination** of each factor below impact the overall trust the customer has in PA DEP.



Effectiveness

Customers can connect to **knowledgeable personnel** who are **capable of answering their question** using the same consistent approach

“I got the services I needed.”



Ease

Customers **know who to contact** and can get their **inquiry answered 100% of the time**, anytime, with little or no wait

“It was easy to get the services I needed.”



Emotion

Customers **trust DEP**, connect with employees and **know DEP** is there to support them

“I felt like a valued customer.”

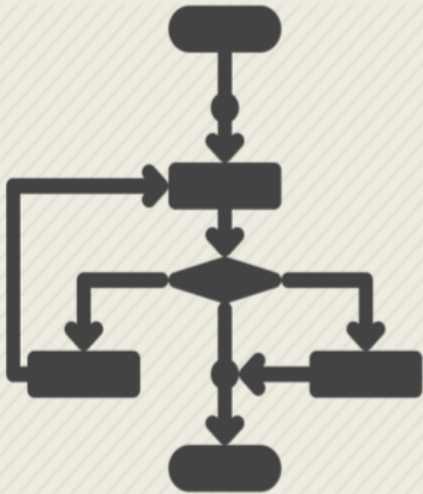
*Forrester CX Index for Government survey is national standard benchmark

How Can DEP Avoid Solution Design Failures



DEP Is Modernization Workflows

Process



Platform



People



Creating DEP Customer Persona



Age: 38

Relationship: Mother of 2

Location: Pennsylvania

Education: Bachelors Degree

About: Sarah Thompson, age 38, has a 5-year-old company. She is passionate about creating a high-quality, sustainable homes. She prefers to focus on her job and family and so seeks help from consultants regarding permits. She did so as she faced issues in her applications earlier, leading to delays and frustrations. Being a mother of 2 she identifies importance of clear communication and patience, even when it comes to filling permits

Goal: Create fast sustainable homes, while not dealing with the paperwork of permit processing.

"Being a mother to toddlers like filling a permit application. Giving your child what they ask for, when you don't understand what they are saying."

Behaviors

Organized:

Keeping all documents in make sure that the required documents are easy to locate.

Attention to detail:

It is very important to pay attention to detail as a home builder. Making sure that the paperwork is complete and accurate.

Compliance:

Meeting with the building codes and regulations to avoid complications during constructions.

Communication:

Prioritizing communication between authorities and any other stakeholders is a top priority.

Frustrations

Technical Verbiage: Understanding the technical terms used without a consultant or an expert.

Delays: Unable to meet the project timeline due to delay caused; also leading to more expenses.

Changing Regulations: Evolving regulations require revisions to plans and documentations.

Miss-Communication: Poor or gap in communication can lead to misunderstandings and delays in permits and applications.

Incomplete Information: Inaccurate or incomplete permit applications resulting in rejections or delays.

Needs

Clear Guidance: Access to clear and concise guidance regarding permit application requirements and procedures.

Efficient Process: Streamlined and efficient permit applications and approval process to minimize delays.

Expertise: Access to expert guidance who help understand the technical requirements and terms.

Communication Channels: Effective communication channels with permit offices to address queries and resolve issues promptly.

Transparency: Transparency in processes and timelines to build trust and confidence in the permit offices.

DEP Customer Experience Institute

Customer Experience Institute May Round Up

"Enrollment numbers continue to increase and positive employee feedback remains strong! I'm excited to see that participants can now start receiving credit on their transcript through My Learning LMS as now employees and supervisors can keep better track of their progress.



What enhancements do you want employees to know about Rosetta?"

- Jessica Shirley
Acting Secretary



DEP staff give 4.6 star rating

Hey Jessica, I'm encouraged to see the CXI Training and Development content expand with resources we can use to learn on our own schedule. The on-the-job challenges are an effective way for us to apply what we're learning and make it stick. It's also great to see the class schedule below combine soft skills and technical skills delivered by subject matter experts.



- Rosetta Carrington Lue
Chief Customer Experience Officer



Engage with us!



- >>> [Join CXI Community Chat](#)
- >>> [Training & Development Folder](#)
- >>> [CXI Website](#)

Register for classes on page 2



CUSTOMER
XPERIENCE
INSTITUTE

Vision - DEP Customer Experience Environment



Anticipate customer needs and deliver a real-time, personalized experience via any channel



Provide intelligent technology solutions and leverage automation for every service interaction



Rapidly adapt and scale to meet the changing demands of customers

By deeply understanding our DEP Customers, the Customer Experience Office designs with and for our customers and employees to enable DEP to deliver exceptional product and services.



Thank You
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