



King County

CUSTOMER EXPERIENCE

A guide to Customer Experience Measurement

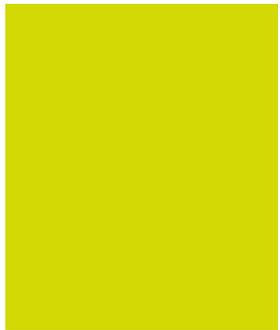
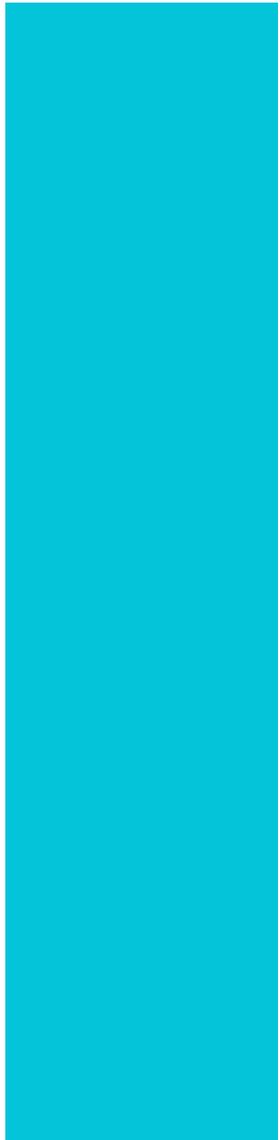


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Welcome

King County strives to be a welcoming community where every person can thrive. A large component of being a welcoming community is listening to our customers. When we listen, we can create and enact better policies and improve the way we serve our community.

Historically, King County has focused mainly on **what** we do, such as providing services like issuing a permit or collecting a property tax, or resolving customer complaints. We have since come to recognize that **how** we provide the services is just as important to engaging and connecting with our customers.

Research shows that systematic engagement with customers, including consistent measuring of customer experiences, is vital to organizational success. These practices build valuable customer knowledge, reinforce and deepen employee commitment to excellent customer service, and foster healthy customer relationships and trust with our customers and the community.

“Government agencies that are unclear on what matters most to their customers risk wasting time and resources on the things that don’t [matter to the customer].”

*- Tony D’Emidio,
Jonah Wagner,
McKinsey & Company*

Customer experience (CX) is the entirety of all our customer’s interactions, perceptions, and feelings about our organization, not just their perceptions about how we deliver a service.

Our new customer service strategy emphasizes CX measurement: methodical and regular contact with customers to hear what they want, when they need it, where they need it, and how we can deliver it. By making CX measurement the core of our customer service strategy, we are bringing customers to the forefront of our operation, policies, and organizational culture and ensuring that our service is aligned with their needs.

Some departments and programs in the County already survey their customers regularly and have plans for service improvement. Others may not have the resources, can only do ad hoc surveys, or may not see a need for CX measurement. Our goal is for every department and program to begin using the CX methodology over time, within the resources that are available to the department or program.

Understanding what matters to the county’s customers is essential to improving their experience, ensuring that we manage our limited resources efficiently, and learn and grow as an organization. Adopting robust CX measurement practices across our enterprise will boost county residents’ feelings about King County programs and services, and help the county reach its goal of becoming the best-run government in the nation.

Natasha Jones
Director of Customer Service



CUSTOMER EXPERIENCE (CX)
is the aggregate of all your customers'
interactions, perceptions and feelings
about your organization.

Purpose

This document outlines King County's standard methodology for measuring customer experiences. This methodology establishes a comprehensive and deliberate approach to measuring CX across King County programs and services. This guidance is part of King County's broader customer-centric culture and service delivery framework that puts customer journeys at the center and connects them to business outcomes and operational improvements. By adopting and consistently implementing the standard methodology outlined in this document, King County departments will increase their understanding of customers, be able to improve programs and services, and increase accountability to the public.

This methodology applies to both external and internal services. It is shaped by King County Executive's True North and values and was developed based on the industry best practices with contributions from senior leadership and department representatives.

It is intended that this document will be revised periodically based on the county's learning and experiences with CX measurement and service improvement work.

Introduction

Executive Dow Constantine’s True North – Making King County a welcoming community where every person can thrive - sets the direction for county government and gives meaning to why we want to get there. The core of this vision is the Executive Branch Values, which were defined in 2019 and elevate the importance and role of customer experience in our work. The customer experience work aligns with four cross-cutting guiding values: focusing on the customer experience, being racially just in our service delivery, using data to solve problems, and improving our services in response to customer experiences:



We focus on the customer

- We continuously seek insight into customer needs.

- We identify opportunities and always try to improve and personalize the customer experience.

- We interact with respect, courtesy, and calmness.

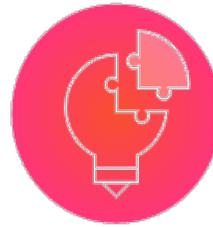


We are racially just

- We acknowledge racism and oppression and seek to undo it at all levels.

- We recognize our positional power and how it affects our interactions with others and the communities we serve.

- We act as champions to achieve racial justice.



We solve problems

- We make problems visible and treat them as opportunities.

- We embrace data, analysis, and science.

- We innovate and challenge the status quo.

- We align solutions with strategic priorities, goals, and objectives.



We drive for results

- We act with speed, commitment, and persistence.

- We accept responsibility and hold ourselves and others accountable.

- We take the initiative and tackle tough assignments.

- We improve our processes and master the details.

In addition to the county values and True North, the overarching Customer Experience Operating System is in alignment with The Executive’s Priority of Best Run Government. King County taxpayers support the work of county employees who strive to deliver an exceptional experience through easy, quality, efficient, equitable, and people-oriented interactions. That is why customer experience is at the center of our service delivery framework. Measuring customer experiences informs and drives service improvement. It allows an agency to understand what its customers’ value, how perception of value varies between different types of customers, and where the agency can take action to improve service delivery.

Equity and Social Justice in CX:

Here at King County, we strive to be Racially Just and incorporate Equity and Social Justice (ESJ) in our work. CX is no different in that we have integrated ESJ throughout our guidance. We see ESJ as necessary to the work to ensure both process equity (how we deliver) and equity in results (what we deliver). When you see



this tree , it highlights a place for agencies to focus their attention to ensure intentional ESJ considerations are included during the process.

Roles and Responsibilities

Each department takes the lead on implementing the methodology and will be responsible for developing and deploying its own customer measurement approaches in consultation with PSB. The role of PSB is to ensure consistency in the implementation of the CX methodology across agencies. There will be some centralized reporting, coordination, and technical assistance support for department surveys through the Customer Service Director and the Office of Performance, Strategy, and Budget (PSB). The following table summarizes the division of roles and responsibilities between the agency and the PSB.

CX Methodology	Agency Responsibilities	PSB Role
1. Define the CX touchpoint to be measured	<ul style="list-style-type: none"> <input type="checkbox"/> Take the lead <input type="checkbox"/> Form the agency CX team <input type="checkbox"/> Convene meetings <input type="checkbox"/> Administer the survey/s <input type="checkbox"/> Communicate/report to agency leadership <input type="checkbox"/> Develop & execute an action plan <input type="checkbox"/> Plan & carry out future CX measurement/surveys 	<ul style="list-style-type: none"> <input type="checkbox"/> Guide and provide technical support <input type="checkbox"/> Build the agency's capacity to carry out this work in the long run. <input type="checkbox"/> As needed, facilitate discussions. <input type="checkbox"/> Help with development of questionnaire & survey methodology. <input type="checkbox"/> As needed, assist with administering the survey & analyzing survey results. <input type="checkbox"/> Assist with estimating resources to carry out CXM. <input type="checkbox"/> Track countywide CXM results
2. Develop customer persona/s and map customer journey		
3. Develop the questionnaire & survey methodology		
4. Collect feedback (administer the survey) and analyze results		
5. Communicate survey results to stakeholders		
6. Develop an action plan		



ESJ CONSIDERATION: Think about who should participate in the agency CX Team. Think about the various perspectives that should be present to help understand customer needs and implement future improvements. Consider diversity from a gender and racial perspective, using the community we serve as a guide. Recognize that with various levels of authority represented on the CX team, there should be appropriate facilitation that recognizes the varied power dynamics present and to provide space for equitable contribution to the CX process in discussion and design.

The PSB and Executive Office staff include:

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CX Measurement Methodology

Guiding Principles

The following principles should inform and guide departments' overall plan and vision for CX measurement:

CX GUIDING PRINCIPLES
<input type="checkbox"/> The ultimate goal for all customer service should be "service excellence."
<input type="checkbox"/> Whenever possible, leverage existing information about customers to develop customer profiles or personas
<input type="checkbox"/> Differences in programs, services, and customer populations may require differences in data collection procedures, measures, and strategies for improvement.
<input type="checkbox"/> CX measurement should focus on the entire customer experience, not just the final result or decision.
<input type="checkbox"/> CX data collection efforts should be adapted to and modified for diverse customer populations.
<input type="checkbox"/> CX measurement should be proximal or close in time to the time of service or interaction. Assess customer experience when a customer's experience is fresh.
<input type="checkbox"/> Measurement should reflect the various ways (channels or methods) customers access the service



ESJ CONSIDERATION: "CX data collection efforts should be adapted to and modified for diverse customer populations." Offering a web-interface survey is a great opportunity and should be done. However, not everyone has access to the internet, so offering verbal comments by phone or written feedback by comment cards is helpful. Consider language access issues in the design and fielding of any of surveys. This is also true for "Whenever possible, leverage existing information about customers to develop customer profiles or personas." Using existing data is a great starting point, it is also important to note that if an organization has been delivering services in a biased way (English only, geographically bound, etc), using the existing data may continue to maintain the bias.

What is a customer?

In CX the word *customer* generally implies a transaction. However, a customer differs based on the business; an agency may be seeking to design a better experience for their customer that is not transactional. An agency may refer to a customer as a client, community member, employee, consultant, etc.

What about customers for regulatory or mandatory services?

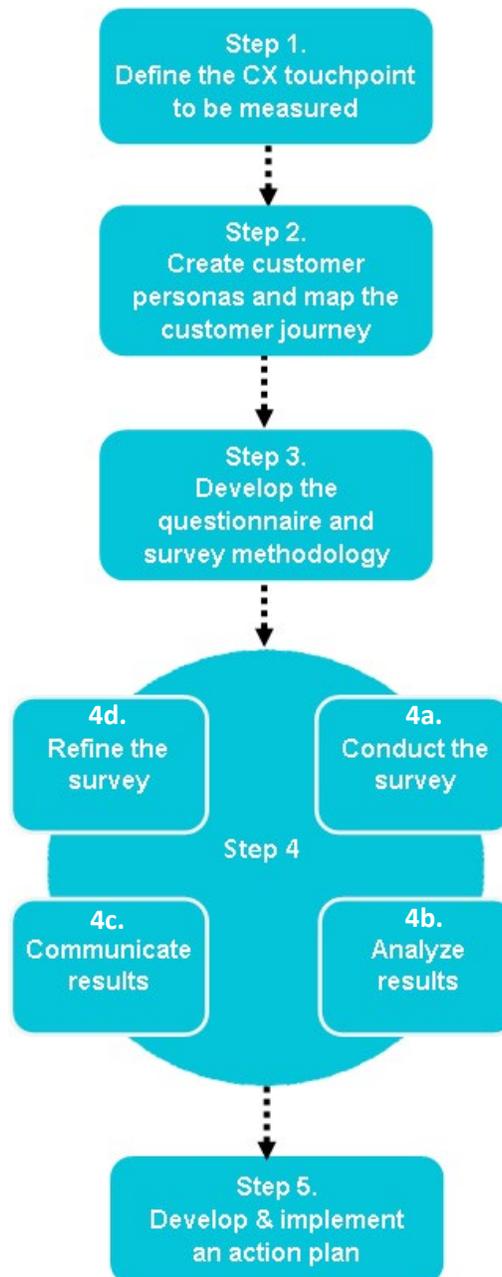
Many services provided by the county are regulatory in nature, such as getting a permit. Other services are provided only by the county and customers don't have free choice in participating, such as paying taxes. How should CX work change to reflect these types of customer interactions?

In most cases the process should be the same as outlined. Some areas where differences might be anticipated include:

- Having questions that relate to the overall quality of the experience, including courteous treatment and timeliness.
- Expecting lower scores on select questions related to accomplishing a task (e.g., if the permit was not issued)
- Recognizing certain regulatory or mandatory county functions are not likely to generate positive feelings regardless of how well the staff perform.

CX Methodology Roadmap

The following graph summarizes King County’s methodology for measuring and improving customer experiences:



Each step of the methodology is described in further detail below.



Step 1. Define the CX touchpoint to be measured

What is a touchpoint?

A touchpoint refers to a specific point of interaction in a program or service with which a customer comes into contact.

Defining the touchpoint

The key to satisfying customers is not just to measure what happens but also to use the data to drive action throughout the organization. It is not possible to measure everything at once, and departments will need to make choices about which programs and services to measure. In order to create realistic expectations and to be able to learn from their experience, departments and agencies should identify a few programs that will serve as learning opportunities for customer experience measurement.

Although there are no hard and fast rules about which programs and services should be assessed first, the following are some recommended criteria to consider (not in ranked order):

- **Is this touchpoint a critical service within your agency?**
(generates the most revenue, majority of customers frequent this touchpoint, aligns with an executive or strategic priority, etc.)
- **Does this touchpoint have more than 50 transactions per day?**
(Transactions could be processing applications, phone calls answering customer questions, responding to customer issues, etc.)
- **Are the required resources available to conduct a CX project?**
(time, funds, staff)



ESJ CONSIDERATION: Some agencies that provide critical resources can have minimal funding or limited staffing. If this is true, leadership and staff should still consider and create a plan as to how to gather customer feedback using the CX methodology within this critical agency.

- **Do you have leadership support for the CX project?**
- **Will this likely improve delivery on the Customer Service Promise?**
- **Will this improvement to this touchpoint improve the effectiveness and/or ease of the customer experience?**

In the Department of Executive Services, Records and Licensing Services chose the For-Hire program as the touchpoint of focus. The For-Hire program provides licenses for drivers that work for Transportation Network Companies like Uber and Lyft. While the Records and Licensing division offers a variety of services, the For-Hire Program had staff resources available and leadership support to measure the customer experience. In addition, For-Hire transaction levels were high, processing around 50 permits per day and they were eager to understand their customers and continue to work on process improvements as they arose.

Step 2. Create customer personas and map customer journeys

Most organizations conduct some kind of customer research to gather information about their customers. This research could have been done through previous surveys, collection of demographic or customer information on a form, census information, etc. Understanding your customers allow you to think like them and better tailor your service to meet the needs of your customers.

To start understanding your customers, agencies will want to develop customer profiles based on the data they have on their customers. Whether or not data is available, the agency should create a customer empathy map (see below). A full map and activity are provided as Template A.

Designed for:		Designed by:		Date:	Version:
Empathy Map Canvas					
1 WHO are we empathizing with? Who is the person we want to understand? What is the situation they are in? What is their role in the situation?	GOAL	2 What do they need to DO? What do they need to do differently? What job(s) do they want or need to get done? What decision(s) do they need to make? How will we know they were successful?			
6 What do they HEAR? What are they hearing others say? What are they hearing from friends? What are they hearing from colleagues? What are they hearing second-hand?	7 What do they THINK and FEEL? PAINS What are their fears, frustrations, and anxieties? GAINS What are their wants, needs, hopes and dreams?	3 What do they SEE? What do they see in the marketplace? What do they see in their immediate environment? What do they see others saying and doing? What are they watching and reading?			
		4 What do they SAY? What have we heard them say? What can we imagine them saying?			
		5 What do they DO? What do they do today? What behavior have we observed? What can we imagine them doing?			
What other thoughts and feelings might motivate their behavior?					
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Identify engagements

Analyze the customer journey from start to finish and map the entire customer experience from the customer point of view (Template B). The agency will want to follow the path of the customer as they experience the service the agency provides. If possible, bring in an actual customer to help map the process. Until the map is validated by a customer, it is only an assumption of the journey. Pick a touchpoint that are “moments of truth” for the customer. A Moment of truth for the customer is a critical point in the engagement that a customer experiences when interacting with your agency. If a customer completing an online transaction to obtain a vehicle permit, a moment of truth in that journey could be the ability to pay for that transaction. If they do not understand how to pay, they cannot receive their permit leading to an inability to address their need.

Agencies will want to measure the customer experience focusing on this touchpoint. Think of each touchpoint as an opportunity to improve the experience. Once you have mapped the journey, identify a natural opportunity to request feedback from the customer.



ESJ CONSIDERATION: When mapping the customer journey consider questions such as:

- How would a customer with limited English proficiency navigate this journey?
- Are these services accessible to a person with a wheelchair?
- Do we only offer this service online or is it available in other capacities as well?
- Would someone who has a hard time getting time off from standard work hours, or needs to use transit, or needs to travel a significant distance to get to the facility where the service if provided be able to get the service they need easily?

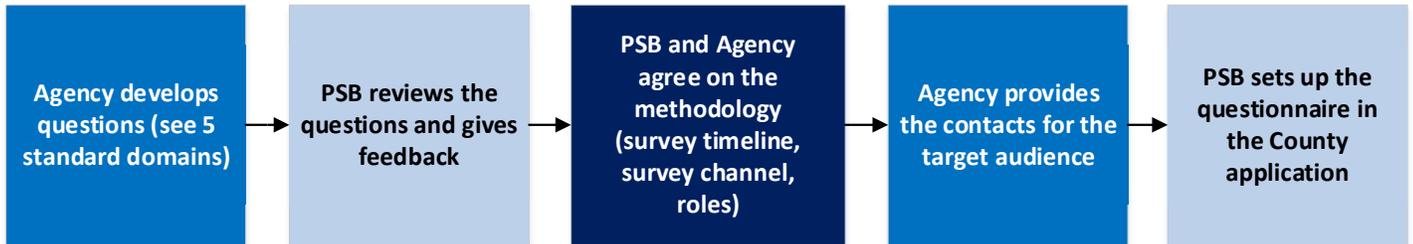
Ask your customers for feedback

Once the agency has identified touchpoints and moments of truth for the customer, they should then implement a system to collect feedback from the customer at the point of a transaction. All forms of measurement that help departments better understand and serve their customers are encouraged, including post card mailers; comment cards; and surveys that are done by phone, mail, in person, or electronically. The latter is the most common method used at King County. Low and no-cost methods are encouraged, where possible, if they meet both informational and programmatic needs.



ESJ CONSIDERATION: When asking customers for feedback, agencies need to develop plans that include the various channels by which customers access the service (Phone, web, in-person, etc). Not everyone has access to broadband therefore, an agency should develop plans for capturing feedback that does not require internet access (phone survey, a kiosk on site, compensated focus group, etc).

Step 3. Develop the survey



The following table lists five standard topics (or domains) that King County seeks to measure with every customer survey:

STANDARD TOPIC (DOMAIN)	QUESTIONS FOR INCLUSION IN THE QUESTIONNAIRE
- Questions in these domains should be included with minimal-to-no changes to allow comparison -	
1. OVERALL SATISFACTION	I am satisfied with the service I received from (insert touchpoint name)
2. CONFIDENCE/ TRUST	Choose one based on internal or external type of customers: a. This interaction increased my confidence in King County (External customers) b. This interaction increased my confidence in the King County value, "we are one team". (Internal customers)
- Questions in these domains are customizable to reflect the services of the agency -	
3. SERVICE QUALITY	My need was addressed

STANDARD TOPIC (DOMAIN)	QUESTIONS FOR INCLUSION IN THE QUESTIONNAIRE
4. PROCESS a. Ease b. Efficiency c. Equity	a. Ease: It was easy to complete my task b. Efficiency: It took a reasonable amount of time to complete my task c. Equity: I was treated fairly
5. PEOPLE	Employees I interacted with were helpful
- MANDATORY questions for inclusion in the survey -	
6. DEMOGRAPHICS <i>Include in the beginning or the end of the questionnaire and need to be presented as "optional" for the customers</i>	<ul style="list-style-type: none"> • Age • Gender • Race/Ethnicity • Zip Code <i>These demographics were informed by King County Department of Public Health and United States Census Categories. Specific breaks for demographic categories are listed in Template C</i>

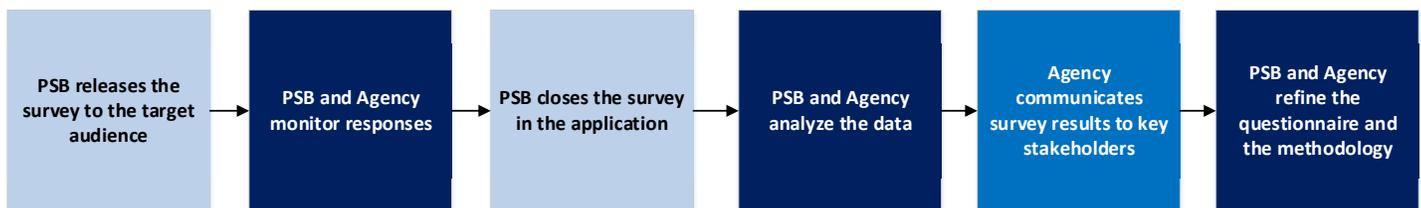
Questions should seek responses using the 5-point Likert Scale (5 being strongly agree and 1 being strongly disagree):

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

Once you have defined your questions, submit them to the Executive Office Customer Service Team for review.

An example survey template is attached as Template C.

Step 4. Collect and analyze feedback



The collection and analysis of customer feedback is a critical component of CX measurement, it has the capability of influencing operational changes within your organization. Once the survey is released to the customer base, PSB and the Agency will monitor the responses daily to check for any responses that may warrant an immediate response. After the survey closes, the agency will want to communicate results to the survey stakeholders and make any survey improvements to prepare for the next round of feedback collection.

Is there a role for qualitative data? How do we incorporate anecdotes/stories into our data and metrics?

Anecdotes and stories about your service can be an important supplementary form of information that can make quantitative methods more meaningful and impactful. Surveys or comment cards often can capture open-ended comments, likewise staff often hear service quality stories or feedback in person.

Ideally, the CX data should be presented and if you have anecdotes or comments, choose them carefully to parallel the scoring observed by customers. For example, a service with low CX scores is not well served by pairing it with a glowing review about how much someone appreciated the service. Qualitative data should match the quantitative results and is used to provide some additional richness and detail that a single CX measure cannot.

 **ESJ CONSIDERATION:** When viewing the data, agencies need to analyze and visualize the aggregated data through race and place. Using the mandatory demographics collected to understand how variation in experience will fluctuate dependent on demographic category. It is important to highlight these variations as you work towards equitable action planning.

Step 5. Develop and execute an action plan



An important part of the CX measurement methodology is acting on the feedback collected through steps 1-4 of the methodology. Now that you have data and a better picture of actual customer satisfaction, the customer journey, interactions that matter most to the customers, and what drives customer satisfaction and trust, your team can identify specific opportunities for process improvement. An action plan could include, developing a CX Vision and mission to align to, implementing ongoing customer metrics (as described below) designing a dashboard to visualize and track your metrics, or creating a plan to monitor and respond to customer needs in a timely manner.

Work on process improvements

Once the touchpoints have been identified and data is being collected, the agency will want to identify key problem areas and start working on them. For example, if the responses indicate that the lobby is hard to find, the agency will want to begin working on a way to help customers locate the lobby.

Choose the right metrics and measure them

At this point, agencies have taken the time to know their customers, identify key touchpoints, measure CX, and identified process improvement opportunities. Now it's time to start measuring the results of your efforts and identifying the right metrics to analyze. A key objective of CX metrics is to check whether the solutions you proposed to address problems are working or not and how they can be further improved.

Here are some customer experience metrics that you can focus on

- **First response time** – the amount of time it takes for a case to be acknowledged upon initial customer inquiry
- **Issue resolution time**- the time it takes for an issue to be resolved (minutes, days, hours, etc.).
- **Customer Satisfaction score (CSAT)** – CSAT is the average score from multiple questions based on a survey, for example the average of Satisfaction and Confidence scores.
- **Customer Effort Score** – the amount of effort customers have to put to complete or execute or particular task.
- **Net Promoter Score (NPS)** - the likelihood of a customer to recommend your services. This question should only be used when a customer truly has a choice in service or manner of service (i.e. how likely

are you to recommend the online process to a friend).

- NPS would require an additional question added to your standard survey and would follow a 10 point Likert Scale. Please consult with PSB about the addition of this question.



ESJ CONSIDERATION: As agencies consider what metrics to track, also consider what voices are not being captured through your CX feedback system. Begin to develop a plan on how to capture those customer voices that are not filling out a survey or providing other feedback

Develop a scorecard (Optional)

Once metrics have been identified, it is helpful to build a customer experience scorecard which helps to identify the critical moments of truth and improve them. Your CX Measurement Scorecard should include:

- Objectives: What do you want to achieve?
 - Improve issue resolution time
 - Understand how customers feel about employee interaction
 - Improve response time
- Measures: how will you measure what you are trying to achieve
 - Median days to resolution
 - Satisfaction with employee interaction
 - Average handling time
- Targets- define your objective in quantifiable terms
 - <2 median days to resolution
 - Average 3 on employee interaction
 - < 24 hours to engaging in initial inquiry
- Key Business KPI – business KPI that drives your objective
 - Issue resolution time
 - CSAT on employee interaction
 - Response time



WE FOCUS ON THE CUSTOMER

TEMPLATE A.

Customer Empathy Mapping

Time needed:

1 hour

Materials needed:

Empathy Map Canvas

The Empathy Map was developed by *The XPLANE Collection* to help teams develop deep, shared understanding and empathy for other people. It can be used for many purposes, including improving the customer experience.

Note: A good prelude to this activity is to go through the customer experience at your service center by being an actual customer.

- Step 1** Using the Empathy Map Canvas, start at the top with the **Goal** section and define **(1) Who** will be the subject of the Empathy Map and what they need or want to **(2) Do**. Frame this in terms of observable behavior.
- Step 2** Once you have clarified the goal, work your way clockwise around the Empathy Map Canvas, answering the questions until you have covered what the subject **(3) Sees**, **(4) Says**, **(5) Does**, and **(6) Hears**. Focusing on these observable phenomena is like “walking a mile in their shoes.” It allows us to imagine what the customer’s experience must be like and get a sense of what it feels like to be them.
- Step 3** After you have made the circuit of outside observable elements – what the customer sees, says, does, and hears – then focus on what’s going on inside their heads – what the customer **(7) Thinks and Feels**.
- Step 4** Once you have completed the Empathy Map, use your insights and empathy with the customer to improve the customer experience and deliver services and products in a customer-focused way.

Designed for:		Designed by:		Date:	Version:
<h2>Empathy Map Canvas</h2>					
1 WHO are we empathizing with? Who is the person we want to understand? What is the situation they are in? What is their role in the situation?	GOAL	2 What do they need to DO? What do they need to do differently? What job(s) do they want or need to get done? What decision(s) do they need to make? How will we know they were successful?			
7 What do they THINK and FEEL? PAINS What are their fears, frustrations, and anxieties? GAINS What are their wants, needs, hopes and dreams?		3 What do they SEE? What do they see in the marketplace? What do they see in their immediate environment? What do they see others saying and doing? What are they watching and reading?			
6 What do they HEAR? What are they hearing others say? What are they hearing from friends? What are they hearing from colleagues? What are they hearing second-hand?	4 What do they SAY? What have we heard them say? What can we imagine them saying?	5 What do they DO? What do they do today? What behavior have we observed? What can we imagine them doing?			
What other thoughts and feelings might motivate their behavior?					
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WE FOCUS ON THE CUSTOMER

TEMPLATE B.

Customer Journey Mapping

Time needed:

2-4 hours

Materials needed:

- Large room with wall space
- Butcher paper
- Markers
- Sticky notes (at least 5 different colors)

This template is a guide to facilitating a customer journey mapping (CJM) session. CJM sessions last from 2-4 hours long and help the agency understand the customer experience when interacting with the organization including customer steps, customer feelings and perceptions, and the business processes that are occurring simultaneously.

Note: A good prelude to this activity is the completion of the Customer Empathy Map Canvas.

Sample CJM Session Agenda:

Time	Activity	Notes
9:00-9:30	What is CJM	CJM is the method to identifying the full customer experience including the emotions, the chronological steps, and the processes surrounding the customer during their journey. It helps to identify quick process improvements and where/when to survey customers
9:30-9:45	Familiarize the group with the customer persona/Customer Empathy Map	Become familiar with the customer that is being represented today in the journey, what is their goal? What are they scared of happening? What do they see in the environment? etc.
9:45-10:45	Map the customer journey	Identify the event that begins the journey for the customer and the goal that they would like to complete. As a group write down each step that the customer has to take towards the completion of the goal. Ensure that every stakeholder is engaged within their role (i.e. one person is identifying pain points, another person is identifying business process, an additional person identifies customer emotions, etc.)
10:45-11:00	Break	
11:00- 11:30	Assess the health of the journey	Discuss the overall state of the CJM: <ul style="list-style-type: none"> • What was the overall feeling for the customer? • What were the pain points that showed up <ul style="list-style-type: none"> ○ Are there opportunities to fix those pain points? • What would be a good time to ask the customer to take a survey? (you will want to request as close to the completed transaction as possible)
11:30- 12:00	Debrief	Identify what types of questions would be helpful to ask on the survey and set a date to draft survey questions as a group.

Roles:

There are various roles that people will need to represent during this journey. You will want to use different color sticky notes to identify each role and as you map out the journey, use the different colors to identify different parts in the process.

You will need someone to:

- **Identify customer pain points throughout the journey**
(The machine was broken so employee had to spend more time processing application)
- **Identify customer actions**
(The customer looked for parking, went through the main entrance, took a number, waited to be called, etc.)
- **Indicate customer emotions and feelings during the journey**
(The customer was frustrated with waiting)
- **Identify the business process components**
(i.e., the customer service representative submits paperwork to treasury)
- **Identify internal systems used**
(i.e., Oracle, Microsoft Word, Outlook email, etc.)

Once the agency has completed the CJM Session, they will need to identify a person to collect the notes and the journey electronically and send to the group. **Until the group is able to validate this journey with a real customer, this map is only a hypothesis customer journey map**, meaning that it is only representative of what those involved *believe* the customer is experiencing. The agency will want to create a Customer Journey Map for each critical touchpoint within the agency to fully understand all customer experiences.



WE FOCUS ON THE CUSTOMER

TEMPLATE C. Survey

Use this template as a guide to setting up your CX Survey. The first two questions are mandatory with minimal changes. The remaining questions are customizable to meet the services the agency provides. While demographic questions are optional for survey respondents, agencies are required to off them on all customer surveys.

Customer Experience Survey					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Satisfaction: I am satisfied with the service I received from (insert touchpoint name)	<input type="radio"/>				
Confidence/Trust: This interaction increased my trust in King County	<input type="radio"/>				
Service-Quality: My need was addressed	<input type="radio"/>				
Process- Ease: It was easy to complete my task	<input type="radio"/>				
Process- Efficiency: It took a reasonable amount of time to complete my task	<input type="radio"/>				
Process- Equity: I was treated fairly	<input type="radio"/>				
People: Employees I interacted with were helpful	<input type="radio"/>				

Demographic Data:

Language to be used within the survey:

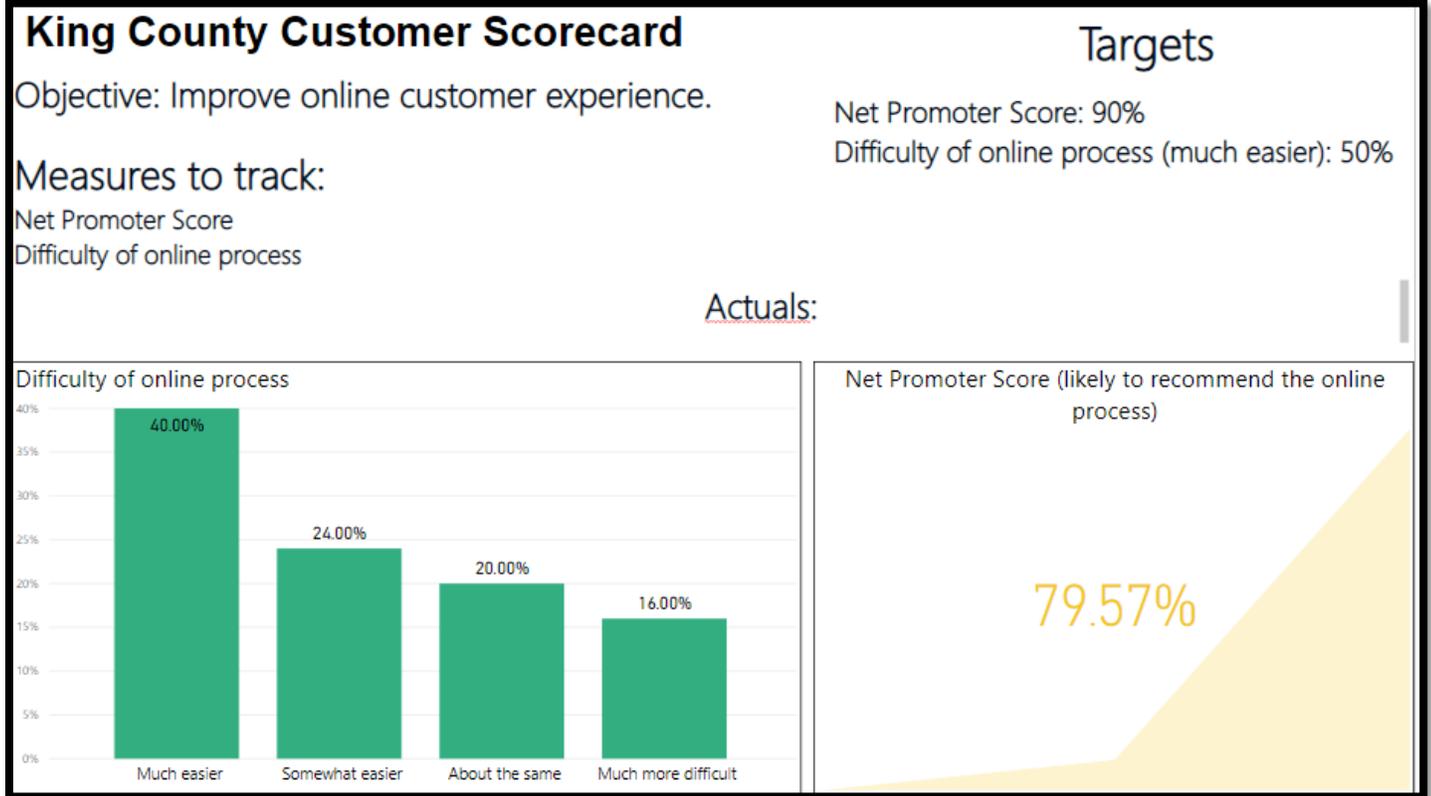
“The following questions are optional and confidential. They will help us serve you better.”

What is your age?	What gender do you consider yourself?	What is your race/ethnicity? [select all that apply]	What is your zip code
<input type="checkbox"/> 14 and under <input type="checkbox"/> 15-19 <input type="checkbox"/> 20 - 24 <input type="checkbox"/> 25 - 29 <input type="checkbox"/> 30 - 34 <input type="checkbox"/> 35 - 39 <input type="checkbox"/> 40 - 44 <input type="checkbox"/> 45 - 49 <input type="checkbox"/> 50 - 54 <input type="checkbox"/> 55 - 59 <input type="checkbox"/> 60 - 64 <input type="checkbox"/> 65+ <input type="checkbox"/> Prefer not to disclose	<input type="checkbox"/> Woman <input type="checkbox"/> Man <input type="checkbox"/> Non-binary/ Genderqueer/ Gender Fluid <input type="checkbox"/> Transwoman <input type="checkbox"/> Transman <input type="checkbox"/> Write in: <input type="checkbox"/> Prefer not to disclose	<input type="checkbox"/> American Indian or Alaska Native <input type="checkbox"/> Asian, Asian American <input type="checkbox"/> South Asian/East Indian <input type="checkbox"/> Black, African American, African <input type="checkbox"/> Latino/Latina/Latinx or Hispanic <input type="checkbox"/> Native Hawaiian or Pacific Islander <input type="checkbox"/> Middle Eastern or North African <input type="checkbox"/> White, Caucasian <input type="checkbox"/> Multi-Racial (two or more races) <input type="checkbox"/> Not Listed <input type="checkbox"/> Prefer not to disclose	Open text/ Numeric



WE FOCUS ON THE CUSTOMER

TEMPLATE D. Scorecard



Develop a scorecard (Optional)

Once metrics have been identified, it is helpful to build a customer experience scorecard which helps to identify the critical moments of truth and improve them. Your CX Measurement Scorecard should include:

- Objectives: What do you want to achieve?
 - Improve issue resolution time
 - Improve response time
- Measures: how will you measure what you are trying to achieve
 - Median days to resolution
 - Satisfaction with employee interaction
 - Average handling time
- Targets- define your objective in quantifiable terms
 - <2 median days to resolution
 - < 24 hours to engaging in initial inquiry
- Key Business KPI – business KPI that drives your objective
 - Issue resolution time
 - CSAT on employee interaction
 - Response time