

## SECTION 280 – MANAGING CUSTOMER EXPERIENCE AND IMPROVING SERVICE DELIVERY

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### Summary of Changes

Incorporates direction provided by the Government Service Delivery Improvement (GSDI) Act, including updates regarding agencies and senior leaders responsible and accountable for service delivery. Updates timelines for implementing HISP activities in FY 2026.

### 280.1 To what agencies does this section apply?

Consistent with the Government Service Delivery Improvement (GSDI) Act (Public Law 118-231), each agency, as that term is defined in 44 U.S.C. 3502, has a responsibility to improve and enhance government services to better achieve the mission of the agency and build and maintain trust, transparency, and accountability. Each of those agencies that qualifies as an “executive agency,” as that term is defined in 5 U.S.C. 105, must comply with the 21<sup>st</sup> Century Integrated Digital Experience Act (21st Century IDEA) (Public Law 115-336) as part of its efforts to improve service delivery.

### 280.2 What is Federal Government customer experience and service delivery?

The term "customer experience" (CX) means the public's perceptions of and overall satisfaction with interactions with a federal agency, product, or service.<sup>1</sup> Measures of customer experience are as important as measures of financial and operational performance. Federal customer experience is centered on services. "Service delivery" means the actions taken by an agency related to providing a benefit or service to an individual, business, or organization (such as a grantee or State, local, or Tribal entity), including any such action of a contractor or nonprofit organization acting on behalf of the agency or administering a federally-funded program.<sup>2</sup>

<sup>1</sup> Executive Order 14058, *Transforming Federal Customer Experience and Service Delivery To Rebuild Trust in Government* (December 13, 2021). Additional terms, definitions, and sources can be found at: <https://performance.gov/cx/terms>.

<sup>2</sup> 5 U.S.C. 321(4).

**280.3 Who is responsible for customer experience and service delivery?**

The following roles hold key responsibilities related to customer experience and service delivery improvement:<sup>3</sup>

- The *Federal Government Service Delivery Lead*, a senior OMB official designated by the OMB Director, is responsible for coordinating governmentwide efforts to improve government service delivery, particularly with respect to High Impact Service Providers (HISPs).
- The *head of each agency* is responsible for the service delivery of the agency, which at a minimum includes improving and enhancing government services.
- The *Lead Agency Service Delivery Official*, designated or appointed by the head of each agency, is responsible for coordinating and executing efforts to improve service delivery by the agency. Additional instructions and guidance on how agencies should select the Lead Agency Service Delivery Official will be provided by OMB.
- The *Chief Information Officer* for each executive agency (5 U.S.C. 105) is responsible for advising the head of the agency on the agency's digital service delivery strategy and coordinating the implementation of the 21<sup>st</sup> Century IDEA.
- *Agency officials, offices, and components* shall collaborate and coordinate, as appropriate, with the above officials to improve and enhance government service delivery.

**280.4 What programs have been identified as High Impact Service Providers (HISPs) and how should HISPs designate priority services?**

High Impact Service Providers are those Federal entities designated by OMB that provide or fund high-impact public-facing services, either due to a large customer base or a high impact on those served by the program.<sup>4</sup> The list of HISPs is reviewed and updated periodically by OMB. The current list of HISPs is available at [performance.gov](https://www.performance.gov).

Annually, each HISP is required to designate one or more of its services for targeted customer experience and service delivery improvement efforts. These services will be the subject of the annual service delivery improvement activities outlined in this guidance, will be highlighted on [performance.gov](https://www.performance.gov), and will be the focus of post-transaction customer feedback dataset(s) submitted quarterly and shared publicly.

As HISPs determine which services to designate, they should consider designating priority services that focus on the one or two most important things the HISP does to serve its customers (e.g., high percentage of the population served, high volume of annual transactions, outsized impact in the lives of the people served). Each HISP should be able to clearly articulate why choosing this service drives value to the organization and to customers and contributes to the performance of the agency. HISPs should utilize data, including input gathered through customer engagement, to determine which services to prioritize.

**280.5 What are HISPs required to do throughout the year to manage customer experience and improve service delivery?**

By the direction of the Federal Government Service Delivery Lead, HISPs must complete the following set of activities. Additional details about each activity will be provided by OMB.

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<sup>3</sup> Further details on responsibilities can be found in the Government Service Delivery Improvement Act, 5 U.S.C. 321-324.

<sup>4</sup> See 5 U.S.C. 321(5).

Date	Action
Spring 2026	<b>Assess Capacity:</b> Agencies conduct an annual Capacity Assessment for each HISP and HISP-maintaining department and review the results with OMB.
Summer 2026	<b>Designate Priority Services and Identify Actions:</b> In collaboration with OMB, agencies designate at least one priority service for each HISP and identify targeted improvement actions.
September 2026 (concurrent with FY 2028 Budget submission)	<b>Submit Action Plans:</b> Agencies submit action plans to OMB, to include the identified actions for CY 2027 and budget requests tied to customer experience and service delivery improvement in the FY 2028 Budget.
Ongoing, with quarterly reporting (due the final business day of January, April, July, and October)	<b>Collect and Report Post-Transaction Customer Feedback:</b> Agencies deploy post-transaction customer feedback surveys consistent with this section and any other OMB guidance for each designated service. Agencies submit this data to OMB each quarter for government-wide aggregation and publication (see Section <a href="#">210</a> ).
Ongoing	<b>Implement Service Improvements:</b> Agencies should embed customer-focused practices and process improvements into their service design and delivery to continually improve outcomes.

#### 280.6 How should HISPs collect and submit "post-transaction" customer feedback data?

HISPs providing services should measure performance using industry leading practices for customer feedback surveys. Measuring, collecting, and sharing post-transaction customer feedback assists in identifying service delivery improvement opportunities to prioritize for action and investment as well as in developing government-wide metrics that enable cross-agency benchmarking (when relevant).

HISPs must deploy at least one post-transaction customer feedback survey for a significant touchpoint of the service journey for each of their current designated services. HISPs should work with OMB to determine relevant and appropriate opportunities for post-transaction customer feedback and are encouraged to deploy post-transaction customer feedback surveys along multiple key touchpoints and channels of a service journey. If a HISP deploys only one post-transaction customer feedback survey, it should be at or near the completion of the service journey.

OMB provides the customer feedback survey guidelines and framework, including question wording, response architecture, and branching logic. These guidelines seek to reduce burden on the public, to provide HISPs with quick turn, actionable data to inform service delivery improvement, and to develop comparable, government-wide customer experience measures that can be monitored over time and shared publicly. All HISPs should consider applying this model although exceptions may be made for HISPs that demonstrate success with a previous model and sufficient organizational capacity to use more granular data for service delivery improvements. All post-transaction customer feedback surveys will require PRA approval under the *OMB Circular A-11 Section 280 Umbrella Clearance* ("umbrella clearance").

While HISPs are encouraged to deploy customer feedback surveys that meet their needs, only datasets from post-transaction customer feedback surveys that align with the current survey guidelines will be accepted as meeting the quarterly data reporting requirement. OMB will provide additional information to agencies about templates and instructions regarding current guidelines, including the collection and submission of data.

**280.7 How does collecting customer feedback to improve service delivery relate to the Paperwork Reduction Act (PRA)?**

Obtaining feedback directly from the public, via surveys or other methods, is a central component of service delivery improvement efforts. To enable agencies to more easily engage with customers using surveys and other methods, OMB supports maintenance and use of an *umbrella clearance*, making it possible for agencies to carry out covered information collections without posting Federal Register notices each time. Umbrella clearances can be established at the department level using the templates provided by OMB and must be renewed every three years. Individual collection requests under the umbrella clearance will be reviewed by OMB's Office of Performance and Personnel Management (PPM) in collaboration with the relevant policy analyst in OMB's Office of Information and Regulatory Affairs (OIRA).

Agencies are able to conduct other types of customer engagement outside of the activities the umbrella clearance facilitates. Approval under the PRA is not always required when interacting with members of the public, and OIRA has published [extensive guidelines](#) that can help agencies to use appropriate flexibilities. More information about common feedback activities exempted from PRA review – such as collecting information from nine or fewer members of the public, using open ended questions to gather feedback, and conducting many kinds of usability testing, among others – will be provided by OMB.

Additionally, “agencies should compensate participants for their time and expertise when conducting user research, where appropriate.”<sup>5</sup> There may be various legal or administrative limitations upon the availability of compensation for this purpose, however. If an agency personnel wish to compensate research participants, they should first consult their legal counsel and Chief Financial Officer. After obtaining any necessary internal clearances, the agency personnel will then need to justify the use of incentive compensation in the [Information Collection Review package](#) submitted to OMB.

**280.8 How should agencies participate in designated cross-agency priorities and other coordinated government-wide efforts to improve customer experience and service delivery?**

Cross-agency service delivery improvement priorities involve areas where individuals interact with multiple Federal programs and services, and even multiple levels of government, to accomplish a task or access a service or benefit. OMB periodically selects and manages a limited number of cross-agency priorities improve customer experience and service delivery.

The approach to OMB-designated cross-agency service delivery improvement priorities focuses on upfront research and problem validation, rapid prototyping, piloting, evaluation, and gated decision-making to determine long-term viability and scalability of solutions. OMB facilitates coordination through key governance bodies (e.g., the President’s Management Council) and makes relevant materials (e.g., project milestones) available on [performance.gov](#). Where pilots achieve measurable and desired outcomes, agencies are expected to sustain cross-agency coordination and prioritize resources, including in budget requests, to adopt and scale proven solutions.

The Director of OMB will work with the head of each relevant agency to resolve issues related to overlapping responsibilities among agencies, address barriers to serving customers across multiple agencies, and coordinate activities to improve customer experience and service delivery.

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<sup>5</sup> OMB Memorandum [M-23-22, Delivering a Digital-First Public Experience](#) (September 23, 2023)