



# Equity & Engagement in Government

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## Old School

**Equality** - providing the same level of opportunity and assistance to all segments of society, such as races and genders.

## New School

**Equity** - providing varying levels of support—based on specific needs—to achieve greater fairness of treatment and outcomes

# Experience matters

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An agency's ability to effectively execute its mission is linked to its ability to deliver an effective customer experience to businesses, citizens, and its own employees

- The private sector has fully bought in to customer experience as a core metric of company performance and trajectory
- The experiences they provide customers directly relates to brand loyalty, customer churn, and lifetime spend
- In government, programs and services are designed to improve lives of residents
- If residents lack trust or desire to engage with their government then community problems perpetuate and exacerbate disparities

Improving customer experience can drive better critical outcomes for government agencies around the world.



Increase  
trust

Satisfied  
customers are

**9x**

more likely to trust  
the agency providing  
the service



Achieve stated  
missions

Satisfied  
customers are

**9x**

more likely to agree an  
agency is delivering on  
its mission

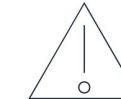


Meet or exceed  
budgetary goals

Dissatisfied  
customers are

**2x**

more likely to reach  
out for help 3+ times



Reduce  
risk

Dissatisfied  
customers are

**2x**

more likely to  
publicly express  
dissatisfaction



Boost employee  
morale

Long-term organiza-  
tional success is

**50%**

driven by  
organizational health  
and is mutually  
reinforced by customer  
experience

Source: Global results from Canada, France, Germany, Mexico, United Kingdom, and United States, McKinsey Public Sector Journey Benchmark Survey, 2018

McKinsey  
& Company

# One poor experience can have a significant impact on an individual's outcome



Hears radio ad on local station in native language

Goes to website and finds information in native language

Applies online and agent conducts outreach to complete application

Clinic staff is friendly and answers additional questions after class

Shares social media post encouraging friends to participate in WIC

Awareness

Research

Enrollment

Membership

Loyalty



No targeted outreach and unaware program exists

Program eligibility requirements are confusing

Application is only in English and cannot complete the form

Clinic staff is dismissive, leading to program drop out

Writes poor review on Google - dissuading potential program participants



Mother is able to provide healthy food for her children - enforcing health eating habits which carry throughout their life



Mother gives up on program and children are provided an unhealthy diet leading to long-term health problems

# Steps for building equity

**1 Actively listen to your residents needs and experiences**

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**2 Redesign experiences with the resident in mind**

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**3 Focus and measure outcomes, not outputs**

# Resident insights to drive innovation

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Effective governments actively listen to their residents at various touchpoints and channels



## Website and Digital Engagement

Your website is your most powerful tool to connecting residents to services and information; optimizing and creating a personalized experience is essential to equitable service delivery at-scale

## Listening Channels



## Service Requests

Understanding pain points and barriers to access directly from residents is paramount in designing inclusive programs and tailoring experiences for specific communities

## Community Panels & Participatory Budgeting

Capturing resident sentiments towards policy, budget priorities, and initiatives helps keep alignment between the people and their government



## Service Delivery

Providing residents an outlet on their experiences uncovers community preferences and perceptions to drive continuous improvements



# Redesign for the future



Embracing different approaches for different communities

## **Use data to identify focus areas and quick wins**

**Don't let perfect get in the way of good.** Not every program needs to be redesigned from scratch - making incremental and targeted improvements helps build a culture of continuous improvement while delivering meaningful impact to those in need.

## **Optimize web resources and push digital self-service**

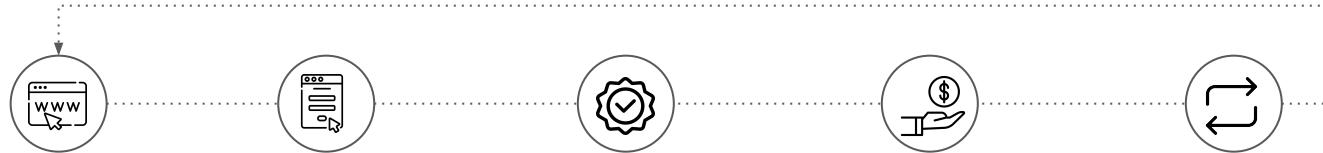
**Your website is your most powerful tool.** Finding cost-effective solutions to serve the majority of residents allows you to dedicate staff time in engaging hard to reach and vulnerable populations. Utilize technology and resident feedback to optimize your web experience.

## **Connect services across departments**

**One government approach.** Vulnerable populations' needs are rarely siloed to one department, reducing burden to identify and register for services and benefits helps provide a better customer experience leading to better overall outcomes.

# Connecting services across departments and areas

## Disconnected Services



Goes to website to apply for child care assistance

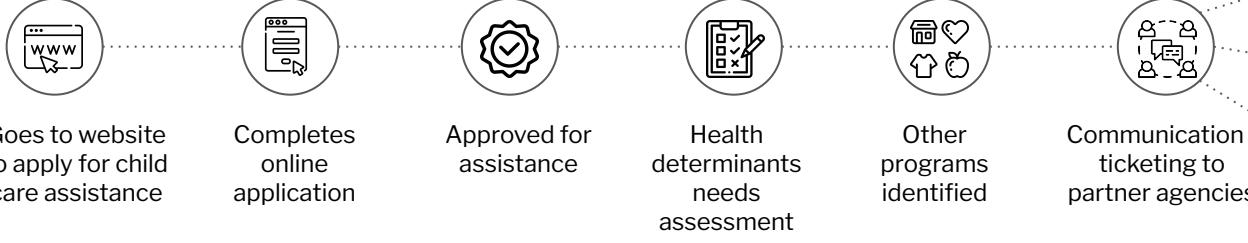
Completes online application

Approved for assistance

Receives benefits

Repeat process for each benefit

## Interconnected Services



Goes to website to apply for child care assistance

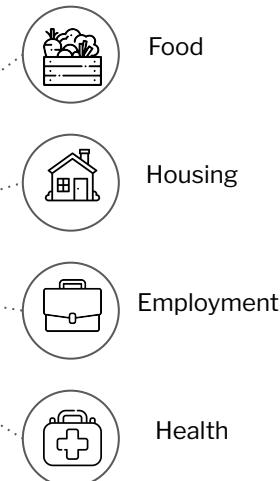
Completes online application

Approved for assistance

Health determinants needs assessment

Other programs identified

Communication / ticketing to partner agencies



Food

Housing

Employment

Health

# A better way of measuring success

## Shifting from counting outputs to outcomes

- Government agencies must break the tradition of counting “how much” to “how well”
  - **Safety Net Benefits**
    - **Current:** Number of program enrollees
    - **Future:** Percentage of population enrolled who are eligible for program
  - **Services**
    - **Current:** Number of permits processed
    - **Future:** Customer satisfaction / time to process

## Using technology for long-term tracking and assessments

- From substance abuse treatment to renewing a permit - technology has made it easier for governments to engage with their citizens to continually assess needs and track long-term outcomes from program participants
  - **Example:** An offender is released from prison and provided substance abuse treatment and job placement services. Once their sentence is completed there is no way to track ongoing need or program efficacy.
  - **Enhancement:** An on-going digital needs assessment is sent and relevant community or government resources are identified based on response choices.
  - **Outcomes:** Agencies are able to see if job placement and substance abuse programs remain effective past supervision periods while providing resources to mitigate recidivism risks.

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# Qualtrics in Government

# Qualtrics: XM Operating System

## Experience Design

Design inclusive policies, programs, and services.



## Experience Improvement

Continuously improve constituent, employee, and partner experiences.

### Listen & Remember



- + Online data collection (SMS, email, website)
- + Offline data collection + QR codes
- + Digital forms
- + Integrations with existing systems

### Process & Understand



- + Qualitative and quantitative analytics tools
- + Automated and standardized reporting
- + Role-based and public dashboards
- + Emerging trends

### Build a Culture of Action



- + Automated workflows, notifications, and alerts
- + Track outcomes and performance
- + Inform policies and resourcing
- + Push data and actions to other systems

# Qualtrics: Advancing Equity and Improving Outcomes

## Connecting Residents with Services



Uncover accessibility barriers and enhance digital self-service to improve the reach of programs and lower the cost to serve

## Community Engagement and Outreach



Use public insights to create resident-centered programs and initiatives that deliver impact to communities individual needs



## Continuously Improve Service Delivery



Identify areas for operational improvements through digitization, automation, & optimization of services

## Employee Experience

Take action on drivers of engagement, satisfaction, and inclusion across the entire employee journey to improve retention, development, and performance



## Measure Outcomes and Program Impact

Engage program participants to measure long-term outcomes and identify additional needs