

**Chief Customer Experience Officer**  
AD-0301-00, PD # N4582N

## INTRODUCTION

This position is located in the U.S. Department of Education, Federal Student Aid (FSA). FSA administers several financial assistance programs providing grants, loans and other forms of financial assistance to students pursuing postsecondary education.

FSA is the federal government's first performance-based organization (PBO). The PBO organization concept emphasizes flexibility and accountability. As a PBO, FSA concentrates on improving customer satisfaction; providing high quality, cost-effective services; responding rapidly to technological changes; and providing complete, accurate and timely data to ensure program integrity.

## MAJOR DUTIES

The Chief Customer Experience Officer (CCEO) is responsible for identifying, measuring, and reporting customer expectations and satisfaction with the federal financial aid services and products offered by Federal Student Aid pursuant to Title IV of the Higher Education Act of 1965. The CCEO is accountable for understanding the customer's perception of service over the entire customer lifecycle and identifying ways to improve customer satisfaction. As a member of the FSA Operating Committee, The CCEO serves a "voice of the customer" and works as an advocate for issues facing customers.

The CCEO leads the primary customer management function within FSA. The unit is charged with developing and deepening trust-based relationships with key customer groups. These relationships are designed to position FSA to be proactive in identifying, analyzing, and addressing potential issues impacting customers. In addition, the unit provides advice and counsel to key customer groups on various topics required for customers to remain in "good standing" with the Department. The CCEO team works closely with all FSA business units to ensure that customer needs and expectations are met.

There are **three** primary customer groups that the CCEO is accountable for:

- **Prospective College Students** (Traditional and Non-Traditional)
- **Active College Students** (Traditional and Non-Traditional)
- **Borrowers** (Former Students with loans in repayment)

As a secondary focus, the CCEO gathers feedback from the network of Financial Aid Administrators (FAA) working at the 6200 schools eligible for Title IV funds

(including Public, Private and Proprietary Institutions). The FAA feedback system enables FSA to gather insights on ways to improve its business processes, technology, and aid programs to better meet the needs of college students.

The CCEO develops customer segmentation strategies for the three primary customer groups to understand the unique needs of each customer sub-segment or type. Uses customer segment information to provide the Chief Operating Officer (COO) with findings and recommendations to improve educational outcomes, customer satisfaction, and program effectiveness.

The CCEO develops intervention and prevention strategies to minimize the number of non-compliant schools and borrowers in default.

The CCEO will develop a new FSA consumer protection function to enable students to make better informed decisions regarding college.

The CCEO's responsibilities include formulating FSA's outreach strategies; campaign development; building and managing the customer experience team; working with the various stakeholders to achieve customer awareness and aid application goals; assessing FSA's product mix and positioning to ensure they meet the needs of students; and overseeing all customer contact points (e.g. call center, e-mail, mail and websites) and the vendors associated with these activities.

## **MANAGERIAL AND TECHNICAL SKILLS REQUIRED**

The CCEO must have a bachelor's degree, although an MBA degree is preferred. Candidate must have 10+ years in senior management positions with either a student financial aid provider or a large financial services company. The position requires a strong background in wholesale/consumer marketing and retail lending. Experience in post-secondary financial aid is a plus.

The CCEO is required to have direct marketing, call center, and web marketing experience. Knowledge of and experience with all aspects of e-commerce technologies, consumer marketing, customer analytics, and customer feedback systems are important. Candidate must have working knowledge of customer segmentation methodologies.

Proven ability to effectively interact with and influence executive management levels, including FSA and ED senior leadership. Ability to lead efforts and mentor colleagues. Consummate team player with big picture vision, excellent communications and negotiations skills. Proactive self-starter with high level of maturity, sound business judgment and professionalism. Position is located in Washington D.C.

## **LEVEL OF RESPONSIBILITY**

The following existing FSA functions will report to the CCEO organization:

- Student Awareness (SAAAS)
- Ombudsman
- Customer Analytics & Survey Personnel
- Borrower Call Center Oversight – Research & Customer Care
- Teams working with targeted colleges, such as minority-serving institutions and foreign schools

NOTE: The CCEO unit is not a compliance function; however, it works with Program Compliance when needed.

The CCEO reports directly to the Chief Operating Officer of FSA. Exercises independent judgment and is expected to keep the COO informed of major controversial or sensitive developments or trends. Makes independent decisions about appropriate actions or alternative strategies, and conducts key meetings with FSA officials to interpret developments and trends. Work is evaluated in terms of overall effectiveness, accomplishments, and responsiveness to the goals, objectives, and policies of the COO, the Secretary of Education, and the Administration.

## **SUPERVISION EXERCISED**

Through several subordinate supervisors, the CCEO manages an organization of 100-150 staff engaged in the functions described above. Plans, organizes, directs, and controls all facets of the programs and projects delegated to the incumbent. Initiates action to provide for the recruitment, selection, retention, development, and management of a diverse and highly professional workforce. Ensures fair and consistent performance appraisal, training, and workforce relations practices among all components of Customer Service. Resolves major personnel issues concerning work practices, disciplinary issues, and grievances. Coordinates and integrates the work of Customer Services with internal and external organizations, including institutions of higher education, public interest groups, and professional organizations, and represents FSA to those organizations.