

Evaluation criteria for GSA Chief Customer Officer

Criteria	Evaluation Criteria	Notes
<p>Leading Change (5% weight)</p>	<p><u>Level 1</u> - Cannot demonstrate examples in which they have implemented key organizational changes based on customer experience. Does not foster a work environment where creativity and risk-taking is tolerated.</p> <p><u>Level 3</u> - Has limited experience implementing key organizational changes based on customer experience or is not persuasive that their changes actually moved the needle. Limited experience fostering a creative and risk-tolerant workplace.</p> <p><u>Level 5</u> - Demonstrated ability to develop and implement a vision that incorporates the voice of the customer into key organizational goals, priorities, and values. Demonstrated ability to foster an environment that encourages creative thinking, collaboration, and measured risk-taking.</p>	
<p>Leading People (5% weight)</p>	<p><u>Level 1</u> - Cannot demonstrate examples in which they have designed and implemented strategies that maximize employee potential and engagement across the organization (horizontally and vertically);</p> <p><u>Level 3</u> - Has limited experience facilitating collaboration, cooperation, and teamwork. Limited experience aligning performance plans to the organization’s mission and goals and appraising employees against defined performance standards.</p> <p><u>Level 5</u> - Demonstrated ability to engage employees at all levels, inspiring customer empathy in all workstreams and adding linking individual responsibilities back to customer experience mission. Demonstrated ability to recruit, retain, and develop talent experienced in customer experience, user experience, and human-centered design.</p>	
<p>Business Acumen (15% weight)</p>	<p><u>Level 1</u> - Cannot demonstrate examples in which they have effectively managed human, financial, material, and information resources across an organization. Cannot demonstrate examples in which they have applied user experience and human-centered design principles and practices in developing solutions.</p> <p><u>Level 3</u> - Demonstrated ability to effectively manage human, financial, material, and information resources across an organization. Has limited experience applying user experience and human-centered design principles and practices in developing solutions. Has limited experience using technology to enhance processes and decision making.</p> <p><u>Level 5</u> - Recognized thought-leader in customer experience. Is comfortable applying a myriad of user experience and human-centered design principles and practices in developing solutions. Works in an agile fashion and is comfortable continually adjusting project expectations based on customer sentiment.</p>	

<p>Building Coalitions (15% weight)</p>	<p><u>Level 1</u> - Cannot demonstrate ability to build coalitions across organizational silos, overcome resistance/bureaucracy, and does not demonstrate a positive attitude.</p> <p><u>Level 3</u> - Limited experience influencing decision making in a matrixed organization where they have limited direct control. Their advice is intermittently sought for particular aspects of customer experience but the candidate does not demonstrate strong background of delivering concrete results.</p> <p><u>Level 5</u> - Demonstrated ability to facilitate work effectively across organizational silos. Has experience building shared understanding of customer pain points and organizational empathy to improve targeted customer experience issues. Explains, advocates, and expresses facts and ideas in a convincing manner and can negotiate internally and externally, as appropriate. Tangible examples when the individual has had their advice sought and applied based on reputation of delivering concrete results. Positive attitude and strong emotional intelligence is required - candidate must be able to work in a matrixed environment with little direct control to overcome resistance and build agreement.</p>	
<p>Applied Customer Experience Principles and Practices (Results Driven) (60% weight)</p>	<p><u>Level 1</u> - Cannot demonstrate experience using human-centered design approaches, limited experience directly managing projects to completion, no experience with building a Voice of the Customer program, and/or does not have experience working on digital transformation projects.</p> <p><u>Level 3</u> - Limited experience using human-centered design approaches such as journey mapping, user acceptance testing and/or ethnographic research. Limited experience directly and independently managing projects to successful outcomes (with a small team, we need every hand on deck to roll up their sleeves). Limited experience building a voice of the customer program or implementing tangible changes based on customer feedback.</p> <p><u>Level 5</u> - Mastery with applying customer experience principles and practices including human-centered design approaches such as journey mapping, user acceptance testing, and/or ethnographic research to identify areas of dissatisfaction in the experience and develop plans to monitor and make improvements to the experience, ultimately leading to customer delight. Strong process/project management skills with the ability to manage and implement strategies rapidly. Experience building a 'voice of the customer' program and has culled tangible recommendations based on customer data and feedback. Candidate has experience incorporating customer sentiment into the design of new and existing products. Familiarity with government movement to integrate the customer experience across many channels - including in-person, web, and phone - to integrate government services and enhance service delivery. Has demonstrated experience working on digital transformation projects.</p>	