

Title: Chief Customer Officer

The Chief Customer Officer will support and report to the Deputy Administrator and will be responsible for developing and implementing a strategy to improve GSA's customer experience delivery across GSA's Federal Acquisition Service, Public Building Service, Office of Governmentwide Policy, Office of Citizen Services and Innovative Technologies, and support organizations. This individual will engage the organization to improve customer understanding and ensure the organization is making business decisions around customer need, persistently and continuously improve program delivery, facilitate working together across organizational silos instead of separately within them, and ensure GSA has a system of shared values and behaviors around delivering great customer experience. **This is a supervisory position.**

The Chief Customer Officer will perform the following specific functions:

- Manage a robust voice of the customer program that captures both annual and transactional feedback in a unified platform to improve customer understanding and allows the organization to take action on data.
- Develop, oversee and work to implement the ideal customer experience for new and existing products.
- Consolidate contact centers for efficiency and optimize reporting to programs.
- Streamline websites, improve self-service, and create a consistent IT customer experience across all channels.
- Develop a GSA-wide customer relationship management technology strategy and operating principles.
- Inform account management strategies to create consistent, meaningful experiences and relationships.
- Instill the discipline of continuous change into the organization.
- Develop a robust voice of the employee program to capture and analyze employee feedback and use this information to make decisions that foster employee retention, recruitment, engagement and productivity.
- Utilize both qualitative and quantitative customer feedback to build journeymaps to identify best practices and perceived pain points.
- Shape interagency customer experience initiatives.
- Develop a mechanism to give citizens the opportunity to provide real-time feedback to agencies through the web, phone, and in-person and display this feedback transparently to drive citizen-centric improvements across the federal government.

- Create a strong, customer-centric culture complete with accountability and ownership at all levels in the company.
- Directs and supervises staff. Responsible for all associated functions including employee development, training, EEO, maintaining discipline, evaluating performance, recommending merit awards, and disciplinary actions, interviewing candidates for subordinate positions and recommending selections, approving and disapproving leave, monitoring time and attendance, and all related duties.

Factor 1, Knowledge Required by the Position FL 1–8 1550 points

Mastery skill in providing a comprehensive and authoritative view of the customer and leading the creation of corporate and customer strategies at high levels of the agency to maximize customer acquisition, retention, and profitability.

Ability to effectively listen to customers' requests and needs.

A deep and broad understanding of creating an exceptional customer experience, identifying opportunities for improvement and subsequent implementation of plans.

Ability to establish and facilitate effective working relationships with all levels of agency personnel with varied personalities.

Ability to gain an in-depth knowledge of customer business needs and workflow and navigate agency organizational structures in order to understand issues and facilitate resolution.

Mastery level skill in developing customer journey maps, identifying areas of dissatisfaction in the experience and developing plans to monitor and make improvements to the experience, ultimately leading to customer delight.

Mastery level skill creating an exceptional customer experience, identifying opportunities for improvement and subsequent implementation of plans.

Strong process/project management skills with the ability to manage and implement strategies rapidly.

Ability to quickly identify root causes of issues and organize and prioritize multiple competing deadlines.

Ability to understand business drivers and take analytical findings in order to map process solution design.

Ability to use digital technology, communication tools or networks to locate, evaluate, use and create information coupled with a working knowledge of current high-technology, and an understanding of how it can be used.

Ability to effectively assign responsibilities to team members to maximize resources, and track those delegated actions to completion.

Proven ability in leading, coaching and mentoring employees.

Ability to communicate effectively both orally and in writing.

Skill in facilitating effective communications to ensure that all individuals involved in a situation are communicating effectively. Skill in delivering good and bad news in a way that demonstrates to the customer that their best interests are being represented, effort is being invested and forward progress is being made.

Knowledge of the principles of supervision and skill in managing staff.

Factor 2, Supervisory Controls FL 25, 650 points

The supervisor provides administrative direction with assignments in terms of broadly defined missions or functions. The employee has responsibility for independently planning, designing and carrying out programs, projects, studies or other work. Results of the work are considered technically authoritative and are normally accepted without significant change. If the work should be reviewed, the review concerns such matters as fulfillment of program objectives, effect of advice and influence on the overall program or the contribution to the advancement of technology. Recommendations for new projects and alteration of objectives usually are evaluated for such considerations as availability of funds and other resources, broad program goals or national priorities.

Factor 3, Guidelines FL 35, 650 points

Guidelines are broadly stated and nonspecific, e.g., broad policy statements, agency goals and/or objectives and basic legislation that require extensive interpretation. At this level, the employee is a recognized national technical authority on the development and/or interpretation of agency guidelines, policies, legislation and regulations. Incumbent must use considerable judgment and ingenuity in interpreting the intent of the guides that do exist and in developing applications to specific areas of work. Frequently, the incumbent is recognized as a technical authority in the development and interpretation of guidelines in the field of expertise.

Factor 4, Complexity FL 46, 450 points

The work consists of analysis of broad programmatic functions and activities. Assignments are characterized by broad and intense efforts and involve several phases being pursued concurrently or sequentially with the support of technical, program and management personnel within and outside the organization. Studies are often of such breadth and intensity that they often require input and assistance from other analysts and subject matter specialists in fields appropriate to the subject. Where the assistance of other analysts is required, the incumbent typically serves as the team leader responsible for assigning segments of the study to various participants, coordinating the efforts of the group and consolidating findings into a completed product, e.g., evaluation reports, proposed changes in legislation or regulations or a recommended course of action. Specific administrative, occupational and organizational issues are largely undefined and require extensive analysis and evaluation to identify the scope of the problems and to reach decisions on appropriate courses of action. Difficulty is encountered in separating the substantive nature of the programs or issues studied into their administrative, technical, political, economic, fiscal and other components and determining the nature and magnitude of the interactions.

The work concerns areas where little or no established practices or precedents are available to assist in problems solving, where progress is difficult and where new techniques and approaches need to be devised. Work at this level requires extensive analysis and continuing evaluation of agency programs to establish comprehensive solutions or develop new concepts, theories or programs which will include the procedures and ideas of others or resolve unyielding problems.

Factor 5, Scope and Effect FL 56, 450 points

The purpose of the work is to develop and implement strategies to improve GSA's customer experience delivery across GSA's Federal Acquisition Service, Public Building Service, Office of Governmentwide Policy, Office of Citizen Services and Innovative Technologies, and support organizations. Work involves planning, developing and carrying out vital projects and programs which are central to the agency's functioning and/or isolating and defining unknown conditions, resolving critical problems or developing new theories. The work product or service (e.g., the employee's advice, guidance or other results of the work) affects the work of other experts, the development of major aspects of administrative or professional programs or missions, the successful achievement of major programs conducted by the agency or the well-being of substantial numbers of people.

Factor 6, Personal Contacts FL 6/7 4d 330 points

Personal contacts, which occur in highly unstructured settings, are with the highest level agency managers at the headquarters level; high ranking officials from outside the agency at the national level; top congressional staff officials; executives of comparable private sector organizations; and presidents of national unions, State governors or mayors of large cities. Purpose is to justify, defend, negotiate or settle matters involving significant or controversial issues, e.g., recommendations affecting major programs, dealing with substantial expenditures or significantly changing the nature and scope of organizations. The work usually involves active participation in conferences, meetings, hearings, or presentations involving problems or issues of considerable consequence or importance. Persons contacted typically have diverse viewpoints, goals or objectives requiring the incumbent to achieve a common understanding of the problem and a satisfactory solution by convincing them, arriving at a compromise or developing suitable alternatives.

Factor 8, Physical Demands FL 81, 5 points

Work is sedentary. Typically, the employee sits comfortably to do the work. There may be some walking, standing, bending, carrying of light items, or driving an automobile. No special physical demands are required to do the work.

Factor 9, Work Environment FL 91, 5 points

The environment involves everyday risks or discomforts that require normal safety precautions typical of such places as offices, meeting and training rooms, libraries, or commercial vehicles.