

HOW EMPATHETIC SERVICE AT SCALE CAN REBUILD TRUST IN GOVERNMENT

The Executive Order on Transforming the Federal Customer Experience underscores the importance of technology. Digital solutions can help agencies elevate the citizen experience and rebuild trust in government. But what systems should they deploy when approaching customer experience?

INTRODUCTION

A directive from the Biden administration aims to build back trust in government. On December 13, 2021, the administration released the [Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government](#). At the heart of this directive is the call for agencies to “design and deliver services with a focus on the actual experience of the people whom it is meant to serve.”

In response to the executive order, Genesys CEO Tony Bates noted that “knowing your customers means you understand them. Once you understand your customers, you can engage with empathy. And empathy builds trust.”

But how do government agencies bring that empathy into services delivered to sometimes millions of constituents? This requires a fresh look at service delivery from the customer’s point of view — and a focus on the technology, instead of processes designed around the technology.



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Chairman and CEO, Genesys



BRINGING EMPATHY TO THE CITIZEN EXPERIENCE

At the start of the COVID-19 pandemic, many government agencies that relied on paper applications quickly sought to move their services online. Despite the breakneck pace, these services struggled to meet citizens' needs. Part of the challenge is that many of the new digital processes were modeled after the paper-based workflows.

"If you take old processes and old policies and try to throw technology at the problem, it just makes things more complicated," said Brian Chidester, Head of Industry Strategy for Public Sector at Genesys.

Instead of lifting and shifting old processes, agencies have an opportunity to build systems from the ground up, focusing on the citizen instead of the agency, added Sheila Pickett, Senior Director of Government and Industry Marketing at Genesys.

"It's not only going to drive their trust in what the process looks like for them, but their willingness to engage and be a part of that process as they move forward," said Chidester.

Systems should be easy, intuitive and effortless for users to navigate. The structure should seamlessly connect users to the right resources at the right time, whether that's a chatbot or an informed contact center agent. That is empathetic service. Expand that to thousands or millions of individuals accessing government services and you get empathy at scale.

"It's not just the inclination of somebody on the phone sounding nice," said Chidester. "Empathy gets into

standard KPIs as well. It's empathetic to accomplish and drive to a resolution in a short period of time."

HOW SYSTEMS ENABLE EMPATHY AT SCALE

For agencies, empathy at scale requires leadership to integrate five types of systems into customer experience workflows, including contact centers.

1. Systems of Listening: Collect information on who the customer is, where they've been and what's happening to them now.

Omnichannel communications, artificial intelligence (AI)-based tools and system integrations enable government agencies to obtain a full perspective of customer interactions across text chat, email and phone. These listening capabilities help capture interaction data as the customer moves through the website, selects an IVR option or shares input from an internet of things device.

2. Systems of Understanding and Prediction:

Extrapolate insights from data to understand intent, predict potential outcomes and recommend next-best steps. These systems are crucial to effectively respond and anticipate customer needs.

Personalized support is achieved when government customer support representatives and virtual agents can acknowledge that a customer is looking for a status update, needs help changing an appointment or has stalled while submitting information online. Anticipatory services occur when government agencies can proactively reach out to offer services and inform constituents, as applicable, at key milestones.

3. Systems of Action: Orchestrate customer and employee experiences to engage in the right way, at the right time, with the right context. Route engagements across any channel to the best resource — whether it's a self-service tool, bot or agent.

For contact center agents, use process orchestration, AI and natural language processing to surface dynamic knowledge as the conversation unfolds to help employees confidently support constituents.

4. Systems of Learning: Capture and monitor outcomes for continuous improvement. With the help of AI and voice data, agencies can gauge success to determine what works best and then adjust accordingly.

Strong systems of learning deliver reporting and data analytics that illuminate how constituents view your agency and how your employees contribute to customer experience and your mission's success.

5. Systems of Success: Evaluate your agency's commitment to a people-centric approach and readiness to execute. Technology should free up resources, allowing employees to focus on personalized service when it's needed most.

HOW A VIRTUAL CONTACT CENTER SUPPORTS BETTER CUSTOMER EXPERIENCE IN ALASKA

People alone aren't enough to support at-scale campaigns. Prior to 2021, the [Alaska Department of Health and Social Services](#) maintained a fragmented customer engagement model that was confusing for residents and often required duplicative verification of information across multiple steps when applying for benefits. This process was frustrating for state residents and for the agency employees supporting their communities.

To deliver a more streamlined, intuitive process, the state implemented a statewide virtual contact center.

Now, systems of understanding and prediction as well as systems of action ensure Alaskans looking for assistance are matched with the most qualified agent. Mundane tasks are eliminated with automation and employees are provided pertinent information up front. This empowers them to resolve problems faster and more efficiently.

To meet the President's request, technology is a necessity — and it has a crucial role to play in the delivery of services that build trust in government. "You need to understand the person coming into the sequence," concluded Chidester. "That's a practice that is foundational to our work at Genesys. We want to know what our customers' customers ultimately want so we can help drive positive and empathetic mission outcomes."

ABOUT GENESYS

Every year, Genesys® orchestrates more than 70 billion remarkable customer experiences for organizations in more than 100 countries. Through the power of our cloud, digital and AI technologies, organizations can realize Experience as a ServiceSM, our vision for empathetic customer experiences at scale. With Genesys, organizations have the power to deliver proactive, predictive and hyper-personalized experiences to deepen their customer connection across every marketing, sales and service moment on any channel, while also improving employee productivity and engagement. By transforming back-office technology to a modern revenue velocity engine, Genesys enables true intimacy at scale to foster customer trust and loyalty.

DISCOVER HOW TO EMBED EMPATHY AT SCALE INTO GOVERNMENT SERVICES

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