Executive Order 14058

Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in the Government

December 13, 2021

Overview

Executive Order 14058: Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government was signed to modernize how federal agencies interact with the public and improve trust in government services. The Order directs agencies to prioritize user-centered, accessible, and efficient service delivery, ensuring that citizens can easily navigate government programs and complete transactions. It emphasizes the need for high-quality customer experience, particularly in high-impact service areas such as health, social services, and financial assistance, and requires agencies to measure and report on service performance. By focusing on key life experiences where citizens interact with multiple agencies, the EO seeks to simplify and streamline government processes.

The EO also mandates that agencies establish governance structures, leadership roles, and accountability mechanisms to oversee customer experience initiatives. Agencies are expected to develop action plans and performance metrics, designate high-impact service providers (HISPs), and implement continuous improvement processes that leverage citizen feedback and data analytics. Overall, the Order signals a federal shift toward digital-first, citizen-focused service delivery, making customer experience a strategic priority and aligning agency operations with modern expectations for accessibility, transparency, and efficiency.

High Impact Service Provider Requirements

The Executive Order lays out 36 total improvements for 17 different agencies, each to be overseen by the secretary of each agency.

The Department of Treasury

- Design and deliver new online services to ease the payment of taxes and provide the option to schedule customer support telephone call-backs. The Secretary of the Treasury should consider whether such tools and services might include expanded automatic direct deposit refunds based on prior year tax returns, tax credit eligibility tools, and expanded electronic filing options.

Department of State

- Design and deliver a new online passport renewal experience that does not require any physical documents to be mailed.

Department of the Interior

- Redesign the website of the Fish and Wildlife Service, FWS.gov, in compliance with the 21st Century Integrated Digital Experience Act (Public Law 115-336). Such a system might include special use permits for at least five high-volume permit application forms.

Department of Agriculture

- Test the use of the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) benefits for online purchasing.
- Identify opportunities to reduce individuals' and families' burdens by simplifying enrollment and recertification for nutrition assistance programs.
- Design and implement a simplified direct farm loan application process.

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Department of Labor

- Update existing policies, consistent with applicable law, to allow individuals entitled to medical treatment under their workers' compensation plans to conduct their routine medical treatment appointments using telehealth platforms.
- Update rules, policies, and procedures to eliminate, consistent with applicable law and to the extent practicable, requirements for workers' compensation claimants to submit physical documents, but to retain the option for physical submission for claimants who cannot otherwise submit them.

Department of Health and Human Services

- Continue to design and deliver new, personalized online tools and expanded customer support options for Medicare enrollees.
- Strengthen requirements for maternal health quality measurement, including measuring perinatal quality and patient care experiences, and evaluating the measurements by race and ethnicity.
- To the maximum extent permitted by law, support coordination between benefit programs to ensure applicants and beneficiaries in one program are automatically enrolled in other programs for which they are eligible.
- Support streamlining State enrollment and renewal processes and removing barriers, including by eliminating face-to-face interview requirements and requiring prepopulated electronic renewal forms.
- Develop guidance for entities regulated pursuant to the Health Insurance Portability and Accountability Act (HIPAA) on providing telehealth in compliance with HIPAA rules, to improve patient experience and convenience following the end of the COVID-19 public health emergency.
- Test methods to automate patient access to electronic prenatal, birth, and postpartum health records (including lab results, genetic tests, ultrasound images, and clinical notes) to improve patient experiences in maternity care, health outcomes, and equity.

Department of Education

- Consider providing eligible recipients of student aid under Title IV of the Higher Education Act of 1965 (Public Law 89-329), as amended, with the option to receive information about certain benefits and services for which they may qualify.
- Design and deliver a repayment portal capability on StudentAid.gov for Direct Loan borrowers.

Department of Veterans Affairs

- Provide digital services through a single, integrated, and equitable digital platform on VA.gov and the VA mobile app.
- Provide on-demand customer support through the channels that work best for customers, including personalized online chat with a virtual or live agent.

Department of Homeland Security

- Test the use of innovative technologies at airport security checkpoints to reduce passenger wait times.
- Provide opportunities for customers to connect with the Transportation Security Administration, including as appropriate, online chat, improved communication during additional screenings, and additional mechanisms to provide customer feedback.
- Design and deliver a streamlined, online disaster assistance application.
- Work with States to proactively update existing rules and policies on supporting documentation needed for disaster assistance processes to reduce burden and increase accessibility.

Small Business Administration

- Establish baseline experience measures for key small business application processes in areas such as loans, grants, and certifications.
- Design and deliver a streamlined online disaster assistance application experience

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Social Security Administration

- Within 120 days of the date of this order, provide a report to the Director of OMB that analyzes all services of the Social Security Administration that currently require original or physical documentation or in-person appearance as an element of identity or evidence authentication, and that identifies potential opportunities for policy reforms that can support modernized customer experiences while ensuring original or physical documentation requirements remain where there is a statutory or strong policy rationale.
- Develop a mobile-accessible, online process so that any individual applying for or receiving services from the Social Security Administration can upload forms, documentation, evidence, or correspondence associated with their transaction without the need for service-specific tools or traveling to a field office.
- Maintain a public policy of technology neutrality with respect to acceptable forms of electronic signatures
- Revise any necessary regulations, forms, instructions, or other sources of guidance (to include the Program Operations Manual System of the Social Security Administration) to remove requirements that members of the public provide physical signatures
- Support applicants and beneficiaries to identify other benefits for which they may be eligible and integrate Social Security Administration data and processes with those of other Federal and State entities whenever possible.

General Services Administration

- Develop a roadmap for a redesigned USA.gov website that aims to serve as a centralized, digital "Federal Front Door" from which customers may navigate to all Government benefits, services, and programs, and features streamlined content, processes, and technologies that use human-centered design to meet customer needs, including consolidating content currently appearing on Benefits.gov, Grants.gov, and other appropriate websites
- Dedicate multi-disciplinary design and development teams to support priority projects of HISPs that will be selected and funded each fiscal year in consultation with the Director of OMB

U.S Agency for International Development

- Review and revise, regulations, forms, instructions, or other sources of guidance relating to the application for grants and cooperative agreements in countries in which USAID works to ensure that such policies are clear and intelligible, do not contain unjustified administrative burdens or excessive paperwork requirements, and do not place undue burdens on local organizations and underserved communities.

Joint Agency Actions

- The Secretary of Veterans Affairs and the Administrator of General Services shall collaborate to provide seamless integration of Login.gov accounts to allow customers to access VA.gov, the VA mobile application, and other customer-facing digital products and to eliminate outdated and duplicate customer sign-in options
- The Secretary of the Treasury, the Secretary of Defense, the Secretary of Education, and the Director of the Office of Personnel Management shall collaborate to enable a more streamlined Public Service Loan Forgiveness process for eligible borrowers, including those who serve in the United States Armed Forces or as civil servants, or who work for eligible nonprofit organizations
- The Director of OMB, including through the Administrator of the United States Digital Service, shall collaborate across the Federal Government with multiple agencies and their respective customers in order to conduct human-centered design research and document customer experience challenges related to accessing grant programs to which Tribal governments are entitled, and shall propose ways to streamline processes and reduce administrative burdens on Tribal government customers
- The Director of OMB, through the Administrator of the United States Digital Service; the Administrator of General Services; and the Postmaster General are encouraged to collaborate on ways to update mailing address records across Government so that members of the public may change their respective mailing addresses for purposes of all Government services only once, through the United States Postal Service

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What Does This Mean for Government?

Federal agencies have the requirement of:

- Identifying high-impact services and critical life experiences, ensuring that public interactions are accessible, efficient, and user-centered.
- Establishing governance structures, designating CX leaders, and implementing measurable performance indicators to track service quality and citizen satisfaction.
- Using data, analytics, and citizen feedback to iteratively improve services and publicly report progress, fostering trust and demonstrating accountability in service delivery.

The passage of Executive Order 14058 signals a federal trend toward citizen-centered, data-driven service delivery that prioritizes trust, accessibility, and measurable improvements in government interactions.

What Does This Mean for Industry?

For contractors, integrators, and developers involved in customer experience, this EO is an opportunity for vendors to show their capabilities in fulfilling these requirements.

Key takeaways for vendors:

- Highlight how solutions help agencies design, deliver, and streamline high-impact services and life experiences, aligning with the EO's mandate for user-centered service delivery.
- Emphasize capabilities that track performance metrics, citizen satisfaction, and service efficiency.
- Showcase technology that collects user feedback, enables iterative service enhancements, and digitizes workflows.

Contact Us:

Email: Research@carahsoft.com

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