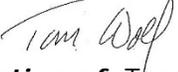


Executive Order

Commonwealth of Pennsylvania Governor's Office

Subject: Establishing a "Citizen-First" Government and Promoting Customer Service Transformation	Number: 2019-04
 By Direction of: Tom Wolf, Governor	Date: July 24, 2019

WHEREAS, Commonwealth agencies under the Governor's jurisdiction invest significant financial resources in obtaining, creating, and supporting the Commonwealth's Customer Service Transformation; and

WHEREAS, Sections 501 and 502 of *The Administrative Code of 1929 (71 P.S. §§ 181, 182)* require administrative departments and the several independent and departmental administrative boards and commissions to coordinate their work and activities with other departments, boards, and commissions; and

WHEREAS, it is vital that the Commonwealth offer similar levels of Service to its Citizens whether online, by phone or in person; and

WHEREAS, investments and development efforts should be prioritized and coordinated across Enterprise agencies for High Impact Service Providers (HISP) to align self-service and digital services to maximize investments and efficiencies; and

WHEREAS, the proliferation of business processes, technology, communication methods, and collaboration provides a significant opportunity to improve the Citizen Experience.

NOW, THEREFORE, I, Tom Wolf, Governor of the Commonwealth of Pennsylvania, by virtue of the authority vested in me by the Constitution of the Commonwealth of Pennsylvania and other laws, do hereby establish a Citizen-First Government to be facilitated by the Customer Service Transformation, and order and direct as follows:

1. Terms and Definitions.

- a. **Citizen** is any person, business, or other entity obtaining services, either directly or indirectly, from the Commonwealth of Pennsylvania.
- b. **Citizen Experience** is the full series of interactions or steps that a Citizen takes when seeking a Service or a series of Services and has a discrete beginning and end.

- c. **Citizen Experience Goals** are measurable outcomes related to the Citizen Experience that agencies identify to drive performance improvement and inform Citizen expectations for service delivery.
 - d. **Citizen Experience Standards** are a set of rules, principles, and current best practices common to all agencies under the Governor's jurisdiction that guide the delivery of Services to Citizens.
 - e. **Citizen Profile** is the unique data associated with a Citizen and contains information that is used by the Enterprise to facilitate a specific Service for the Citizen.
 - f. **Data** is any recorded information, regardless of the form, the media on which it is recorded, or the method of recording, that is owned, controlled, managed, processed, generated or stored by the Commonwealth, which may be protected by law, order, regulation, directive or policy and may be sensitive or confidential so that it requires security controls and compliance standards.
 - g. **Enterprise** (also, "Commonwealth Agencies" or "Agencies") is the collective term for all agencies, authorities, boards, commissions, and program areas under the Governor's jurisdiction.
 - h. **Framework** is a high-level structure that serves as a guiding principle for an artifact such as a directive or service design.
 - i. **High Impact Service Providers (HISP)** are entities designated by agencies, in consultation with the Governor's Office, that provide the highest impact services, either due to serving a large number of citizens or performing a critical function for Citizens. HISPs typically provide transactional Services or perform regulatory functions in which time, money, or information is used to receive a good, service, or authorization.
 - j. **One-Stop Shop** is a single point of entry that provides a collection of Service options to a Citizen with one or multiple modes of service delivery.
 - k. **Services** are a collection of Enterprise processes and procedures to deliver something of value to a Citizen.
 - l. **Single Sign-On** is a service capability to authenticate, access, and automatically log into different digital services with a single user credential.
 - m. **System of Record** is the authoritative data source from which Services obtain information.
2. **Powers and Duties.** The Deputy Secretary for Information Technology, Office of Administration, (Commonwealth CIO) is responsible for the management and operation of Enterprise business and IT services; the executive agencies, authorities, boards, and commissions under the Governor's jurisdiction are responsible for the management and operation of services to the Citizens of the

Commonwealth; and the Governor's Communications Office sets the direction for communications with Citizens, including the use of digital content.

3. The Governor's Office and OA's Office of Information Technology, through established Governance processes and other management directives, shall:

a. Facilitate and Govern

- (1) all activities related to the Fundamental Objectives outlined in this Executive Order.
- (2) the ongoing transition of traditional non-digital services to a digital service platform.
- (3) the appropriate alignment of and compliance with all applicable Enterprise policies to meet the Fundamental Objectives of this Executive Order.
- (4) the Enterprise workforce towards a Citizen-First Government through the development of appropriate skills and training to meet the objectives of the Customer Service Transformation.

b. Establish

- (1) a Citizen-First framework that promotes the innovative spirit and skills of the Enterprise through its personnel and technologies.
- (2) an executive steering committee to lead, support, and monitor the Customer Service Transformation (Transformation). The committee will:
 - (a) address statutory roadblocks that may burden the Transformation.
 - (b) educate stakeholders on the opportunity and value of the Transformation.
 - (c) develop quantifiable metrics, service levels, and other reporting mechanisms to determine the performance of the Transformation and to require corrective action, as needed.

c. Coordinate and Consult

- (1) with the Office of General Counsel to ensure all Transformation activities maintain the protection and privacy of Citizen data.
- (2) with the Governor's Office of the Budget on budgetary matters related to planning and procurement in support of Transformation.

- (3) with Commonwealth Agencies on the impact to existing service delivery efforts.

d. Identify and Improve

- (1) common business and IT functions within agencies, make recommendations for alignment, integration, and investment, and facilitate the use of common technology that supports the fundamental objectives of this Executive Order.
- (2) programs managing data, privacy, risk, and accessibility associated with Commonwealth Data, facilities, and materials to provide comprehensive protections and make decisions about how to manage risk associated with the Transformation.
- (3) Data source standards to facilitate better connections and access of Citizen Data.
- (4) the Citizen Service experience through One-Stop Shops, online, in-person, telephone, and other engagement channels.

4. Establish Fundamental Objectives for Customer Service Transformation for all Agencies under the Governor's jurisdiction.

- a. **Create a single online destination for Services** that enables Citizens to find the Services they need and to conduct business with the Enterprise, even if they do not know which agency provides them.

b. Enable secure access to Services through a single login

- (1) Use consistent, modern, and secure authentication standards available through a Single Sign-On capability to simplify user account management and eliminate multiple login credentials.
- (2) Establish capabilities to connect Citizens to existing systems of records using a consent-based approach that will enable Citizens to view and update their Data across agencies and program areas in a seamless fashion using a common technology identity.

c. Deliver a consistent and user-friendly online experience across all digital Services

- (1) Ensure all online destinations shall have a consistent look and feel to ensure a single identity for Enterprise Services.
- (2) Ensure all online resources are functional regardless of device, browser, and connection speed.
- (3) Ensure online Services and information are accessible to all Citizens, regardless of disability.
- (4) Ensure all written information is concise, in plain language, and current.

d. Consolidate and streamline the Commonwealth's digital footprint

- (1) Evaluate small, outdated, or low-traffic websites for elimination or consolidation to streamline the Commonwealth's online presence and make information easier to find.
- (2) Make consistent use of the pa.gov domain for all Commonwealth sites.

e. Drive continuous improvement

- (1) Collect feedback from Citizens to identify new opportunities to improve and innovate Services.
- (2) Make feedback available to Commonwealth officials and employees as well as the public.

f. Offer a single telephone number to direct Citizens to Commonwealth Services

- (1) Enable Citizens to find connections to agencies and Services through a single point of contact.
- (2) Retain existing telephone numbers for agencies and Services, as needed.

5. Reporting and Performance.

- a.** The Commonwealth shall establish Enterprise Citizen Experience Standards (Standards) which will apply to Services performed by all agencies under the Governor's jurisdiction. The Standards will guide Service delivery through a common set of rules for managing Citizen Experience including, but not limited to, responsiveness to Citizens and Service follow-up.
- b.** Agencies tasked with activities for the Customer Service Transformation shall identify and make available to the public Citizen Experience Goals for the High Impact Service Providers (HISP) that the agencies oversee.
- c.** Agencies shall provide regular status updates to the executive steering committee detailing their HISPs' performance relative to the Citizen Experience Goals.
- d.** The Governor's Office of Performance Through Excellence shall lead, consult, and coordinate with agencies on the following:
 - (1) defining the criteria of what constitutes a High Impact Service Provider (HISP);
 - (2) developing and implementing Citizen Experience Goals;

- (3) managing Citizen Experience through:
 - (a) Metrics and Data Analytics,
 - (b) Governance and Strategy,
 - (c) Culture and Organization,
 - (d) Citizen Understanding,
 - (e) Service Design and Delivery; and
 - (4) Prioritizing the immediate development of Citizen Experience Standards and metrics relating to HISPs.
- 6. **Implementation.** All Commonwealth agencies under the Governor's jurisdiction shall take all steps necessary to implement this Executive Order. Independent agencies are also strongly encouraged to implement this Executive Order.
- 7. **Effective Date.** This Executive Order shall take effect immediately.
- 8. **Termination Date.** This Executive Order shall remain in effect unless revised or rescinded by the Governor.