



Department of the Interior

Office of the Special Trustee for American Indians

2020 Action Plan

Federal Customer Experience

US BY THE PEOPLE
FOR THE PEOPLE
WITH THE PEOPLE

Who are we?

The Office of the Special Trustee for American Indians (OST) manages trust income accounts for Indian trust beneficiaries. The funds are not benefits, instead they are proceeds from land/resources managed in trust by the Federal government.

While customers in the private sector can seek where they want to receive services, our beneficiaries must work with OST regarding their monetary trust assets and the Bureau of Indian Affairs (BIA) for the management of their natural resource assets. Our mission is to honor our trust responsibilities by incorporating a beneficiary focus and participation while providing superior stewardship of trust assets.

All of the following examples are supported by internal controls.

TBCC Beneficiary Charter

Every time you contact the OST Trust Beneficiary Call Center (TBCC), our outstanding beneficiary services staff will focus on four key goals:

-1-

We understand your questions and will take ownership of your inquiry to ensure that you receive an answer (you will not be passed from office to office).

-2-

We will take the time to help you learn about your trust assets so that you are empowered.

-3-

We expect to provide an immediate response to 98% of your inquiries - if we cannot, we will help you get an answer.

-4-

We will provide the most accurate timeframe possible for resolution or completion of a requested service.

How do we deliver value to the public?

Occasion

Beneficiary has need for information regarding their trust assets and Individual Indian Monies (IIM) account including the balance that comes from receipt of trust fund revenue (i.e., agricultural leases, right of ways, mineral leases, timbers sales and land sales).

Beneficiary requests account balance.

19% of annual HISP workload.

An individual beneficiary has a need (i.e., utilities, gas, rent/mortgage, food & necessities and medical) to access their trust funds held in IIM account.

Beneficiary requests disbursement = 12% of annual HISP workload.

Disbursement status inquiries = 9% of annual HISP workload

Beneficiary has need for information regarding oil and gas royalties from mineral leases that are posted to IIM account according to a monthly schedule. In most cases the beneficiary has a need (i.e., utilities, gas, rent/mortgage, food & necessities and medical) to access their trust funds held in IIM account. These inquiries are generally followed up with a request from the beneficiary for a disbursement of funds from their account.

Beneficiary requests Oil and Gas Distribution dates. 3% of annual HISP workload.

Beneficiary requests royalty amount. 17% of annual HISP workload.

High-Impact Service

OST provides IIM trust fund account management services. Includes account maintenance service, receipting, posting of revenue funds to correct account and responding to requests for information and account balances. The beneficiary (non-supervised accounts) contacts OST in one of three ways. Either in person, via telephone or in writing to obtain account information (i.e., account balance, last deposit amount and last disbursement amount).

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OST provides IIM trust fund account management services. Includes account maintenance service, receipting, posting of royalty funds to correct account and responding to account balance inquiries and disbursement requests. Could include responding to complex inquiries about fractional owner interest, source of royalty and oil and gas production. The beneficiary (non-supervised accounts) contacts OST in one of three ways. Either in person, via telephone or in writing to request royalty amount and a disbursement of their trust funds.

Offering

OST verifies identity, documents contact and responds to beneficiary's inquiry. May also include responding to complex inquiries about fractional owner interest and source of revenue. If the inquiry is made to the OST Trust Beneficiary Call Center (TBCC) and is not an overly technical request the response is provided by the TBCC. However, if the request is technical the request may be elevated to an agency office for assistance in responding.

OST verifies identity, documents contact and processes disbursement request, which results in a check or ACH directly to the beneficiary, or payment to a third party as directed by the beneficiary. The outcome is that beneficiary receives trust revenue, according to their fractional owner interest share.

OST verifies identity, documents contact, provides royalty amount and processes disbursement request, which results in a check or ACH directly to the beneficiary or payment to a third party as directed by the beneficiary. The outcome is that beneficiary receives mineral revenue according to their fractional owner interest share.

Where could we improve?

Steps

Customer Steps

Name and describe the main steps that a person takes to use the service, left to right, start to finish.

Service System

Describe the channels, roles, and tools from your agency or partners.

Pain Points

Describe the highest priority problems to solve

	1: Before interacting with service	2: During main interaction	3: Secondary service interaction
Customer Steps	<ul style="list-style-type: none"> Beneficiary who is a mineral owner has a need (i.e., utilities, gas, rent/mortgage, food & necessities and medical to access their trust funds held in IIM account. Oil and gas royalties from mineral leases are posted to IIM account according to a monthly schedule. Beneficiary must contact OST for royalty amount - on the day that the royalty is scheduled to post to the account. 	<ul style="list-style-type: none"> Beneficiary must contact OST either in person or via telephone to obtain royalty amount and request disbursement of funds. Must confirm identity before making request for account balance or royalty amount and a disbursement. Beneficiary may ask about amount of payment based on the fact that oil prices are 	<ul style="list-style-type: none"> In case of a delay, the beneficiary often calls back
Service System	<ul style="list-style-type: none"> Office of Natural Resources Revenue (ONRR) collects mineral revenue from producer. Sends file to Bureau of Indian Affairs (BIA) per monthly schedule. BIA allocates payment to correct owner interest using Mineral Royalty Accounting Distribution application. Overnight, BIA transfers file with payment information to OST, for receipting into IIM accounts in the Trust Funds Accounting System (TFAS). Beneficiary must contact OST either in person or via telephone to obtain royalty amount. BIA gives OST notice when files for the scheduled distribution are being processed. On occasion, OST is notified that there has been a delay with processing large files. 	<ul style="list-style-type: none"> On Oil and Gas Distribution dates the TBCC receives an average of 1,800 inquiries between 7:00am and Noon. Confirming identity (per DOPs), responding to beneficiary inquiry and documenting contact can be completed in approximately 90 seconds per call. OST staff access TFAS to obtain account balance or royalty amount. If contact includes a disbursement request, OST staff process request per DOPs using TFAS with internal controls. 	<ul style="list-style-type: none"> If there is a processing delay, BIA must notify OST with ETR. If there is a delay, call queue messaging and scripting for TBCC is used to advise beneficiary about the delay and to mitigate complaints. TBCC offers call backs, when the royalties are posted to IIM account If a delay occurs, TBCC must adjust staffing levels and address service levels because calls take longer when beneficiaries are upset and asking for an explanation.
Pain Points	<ul style="list-style-type: none"> Each month beneficiaries call TBCC to confirm monthly oil and gas distribution posting dates even though distribution dates are identified in TBCC call queue messaging and posted on ONRR website. The beneficiary does not receive notification that funds have posted into IIM account. The OST website does not provide scheduled oil and gas distribution date or status if there is a delay. If there is delay the beneficiary will not know until they contact OST. Beneficiary has the option to request a call back when the royalty posts to IIM account. 	<ul style="list-style-type: none"> Currently, there is no self-service option to obtain royalty amount or account balance. Therefore, beneficiary must call TBCC or Agency, or travel to local OST office to make in person request. 	<ul style="list-style-type: none"> Having to call back, multiple times, to obtain account balance when there are delays. Delays result in long hold time in call queue when calling TBCC. <i>(During delays, the high volume of callers on hold, waiting for assistance, makes it difficult for all callers to receive timely assistance. The long wait time is reflected by the high abandoned call rate, (>30%/hr.).</i>

Where could we improve?

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4: After the service (e.g., follow up)

- Beneficiary receives answers to questions and mineral revenue, according to their fractional owner interest share, and has the following options for managing the funds in their IIM account:
 - Beneficiary keeps funds in IIM account.
 - Funds automatically disbursed to beneficiary at certain dollar threshold.
 - Requests disbursement of funds by check or ACH.
 - Provide OST with instructions for payment to a third party.
 - Beneficiary receives Explanation of Payment (EOP) document via USPS mail.
- On oil and gas distribution date, OST sends a check print file and Explanation of Payment (EOP) file to US Treasury. Treasury prints and mails checks, along with EOP, to mineral owner. If mineral owner is not receiving funds via check, the EOP is printed and mailed.
- Beneficiary calls back because disbursement check was not received in the time frame they expect.
- Beneficiary receives Explanation of Payment document and may contact OST with questions because document is difficult to understand.

What will we do?

Purpose

*Why did your agency undertake this project?
What does it hope to achieve, in specific performance indicators, if possible.*

What is the problem?

This issue is being carried over from 2019 Action Plan: Delays to the scheduled royalty distributions are frustrating for both the beneficiary mineral owner and the TBCC staff. The beneficiary needs the amount of the royalty because they have plans for their funds. Call Technicians must manage beneficiary expectations by offering an explanation for the delay and an expected time for resolution.

Desired future state?

In the future state OST's intended beneficiary experience will be consistently delivered. Currently, OST does not have control of the external systems and processes causing the delays, even though we provide the customer services associated with managing the IIM accounts. Unfortunately, the delays result in reduced beneficiary satisfaction and are a poor reflection on the TBCC. In the future state, external entities, that impact the services or information that OST is delivering, are aligned with the beneficiary experience OST aspires to deliver.

Any measurable indicators and targets?

A reduction in processing delays for scheduled distributions.

Approach

Describe the timeline and work plan to achieve that purpose. If this is an ongoing initiative, describe your progress.

Process, methods, and expertise?

Solution is to create a Beneficiary Service Council will operate in a cross functional governance role and shall be empowered to: a.) create oversight across OST silos for the purpose of ensuring that the beneficiary experience is consistently being improved, b.) tactically engage, across silos, in the decisions regarding applications, services and acquisitions to ensure that OST's intended beneficiary experience is being delivered, c.) align OST leadership on customer experience priorities and goals, d.) align external entities that impact the services or information that OST is delivering.

Timeline, stage gates and dates?

FY20:

Q4: Form Beneficiary Services Council, create Council Charter, engage with OST business lines to institutionalize CX.

FY21:

Q1: Beneficiary Services Council - Align with external entities to strategize on a solution to processing delays.

Q2: Beneficiary Services Council - Participate in workshops with internal and external teams to collaboratively build a shared vision of the beneficiary experience.

Q3: Engage Beneficiary Service Council to drive improvements to beneficiary experience based on results of baseline survey of satisfaction with front line services.

Q4: Beneficiary Services Council - Identifies internal and external Policies and Procedures requiring updates due to improvements being made for beneficiaries.

Charter has been drafted for review.

Resources

Describe the stakeholders involved, financial and human capital dedicated to the work, and any partners contributing to the work.

Who is responsible?

OST Chief Beneficiary Officer and OST Leadership from external entities will be identified in FY21

What are we proud of this year?

Service Improvement

Who is the user and what was the problem?

Collecting beneficiary feedback, after contact/transaction.

What did you build / improve? What does it do for the public or how you deliver your mission? What was the resulting impact?

The TBCC is collecting beneficiary satisfaction feedback through an automated survey, after a beneficiary completes a transaction. The survey questions are a combination of the government wide satisfaction measures, identified in OMB A-11 Section 280, and the American Customer Satisfaction Index indicators.

On January 28, 2020 the American Customer Satisfaction Index (ACSI) published the ACSI Federal Government Report 2019. The report identified that OST's Trust Beneficiary Call Center received a satisfaction index score of 83 for 2019. The score exceeds their 2017 score of 81, and helped make the Interior's satisfaction index score of 78 the highest scoring department in the federal government for 2019.

Per the ratings given by our Indian trust beneficiaries, the customer satisfaction drivers, were Call Handle Time, Customer Service, and Accessibility.

Capacity Building

Was this a governance, measurement, organizational, customer understanding, service development, or service delivery capability?

Organizational

What was the new capability developed and it's goal or purpose?

Created and filled position for Chief Beneficiary Officer. (Action identified on FY19 HISP Action Plan).

This is OST's first step toward defining a CX vision and creating a community of practice where all staff take ownership in the delivery of consistent service to our Indian trust beneficiaries.