

Contact Management (EA-45)

Authoritative Source

- VA Strategic Plan for 2004
- Integrated Project Team - January 2006
- EA V4.0 - May 2005
- VA IT Portfolio BY-2008
- One-VA Contact Management Program: Concept Paper, September 2005

Stakeholders

- All veterans, their dependents, and their survivors
- VA Administrations
- VA Business Line Managers

Related Segment Architectures

- Identity Management Services Segment
- “Proposed” Knowledge Management Services Segment

Requirement Description

One-VA Contact Management (CM) is a One-VA approach to providing seamless service to those who come in contact with VA by providing multiple channels of access that are integrated across the entire VA enterprise. CM is about managing an enhanced veteran’s experience while encouraging constituent self-service. CM will ensure employees have what is needed to provide improved customer service while simultaneously improving operational efficiency.

CM was created out of the following insufficiencies and needs found within the administrations:

- Insufficient ability for a veteran, other beneficiary or any agent working on behalf of a veteran or beneficiary to access information about benefits, apply for benefits and conduct self service activities across the benefit lifecycle
- Insufficient telephony, e-mail interaction capability
- Lack of a system or application through which to share data and knowledge
- Lack of a One-VA web portal technology for single access to VA online services and content and delivery for self-service solutions
- Insufficient Quality Assessment Standards and incremental improvements in customer service
- The One-VA Contact Management is a strategy that will implement its business driven functional products in a planned multi-phase strategy that will, with continued funding and a dedicated program office(s), continue to deliver functional products and provide a sound return on VA capital investment. The first phase will address the needs of veterans and beneficiaries, the second phase will focus on meeting the needs of VA’s business partners, and the needs of VA’s internal stakeholders (employees) will be addressed in phase III.

Recommended Solution

CM will provide the business driven requirements for implementing functional interface products for all access channels including telephones, postal mail (USPS), e-mail, and Internet

services--such as Frequently Asked Question Boards and web portals-- interment services, and interactions with private industry partners. CM will identify the business requirements for providing a centralized knowledge and data management system- providing for consolidated OneVA information environment used by constituents and employees alike. CM will coordinate among the administrations and implement consistent benchmarking standards such as accuracy of response, average service time, average wait times, Internet access metrics, and other factors required to continually assess the level of customer service we provide in order to continually improving VA's customer service.

Specific opportunities identified for improving customer service and operational efficiency include the following:

- **Veteran Access and Self-Service:** Improve aspects of outreach, inquiry, benefit delivery and benefit administration processes throughout VA by identifying the benefits and services best suited for self-service opportunities to be conducted through various channels (e.g., web portal and interactive voice response).
- **Telephony:** Identify the business requirements for excellent public contact management within VA and define the opportunities and requirements for solutions to improve customer service offered in contact centers (e.g., provide the capability to warm transfer calls across administrations as needed) Organize contact centers around users, maximize first contact resolution, offer self-service options where appropriate, and ensure consistent and accurate information provided to veterans by staffing contact centers with professionally trained agents and implementing industry best practices.
- **Internet:** Establish a personalized, transactional, and interactions-based OneVA web Portal that is a single, consistent, and seamless access point to relevant personal and general information, applications, and self-service tools. The OneVA Portal strategy will allow customers to log in once (leveraging single sign-on capabilities) to conduct secured Internet transactions in order to interact with any administration and perform basic administrative services.
- **Knowledge and Data Management:** Develop an enterprise knowledge management infrastructure that supports the processes, applications, management and administration of knowledge that is accessible across all administrations to ensure complete, consistent, and accurate answers and inquiry resolution regarding information about benefits, medical care, interment services, home loans, rehabilitative services, and access to VA education programs. In addition, promote and foster an environment that values the collection, management, and dissemination of timely and accurate knowledge.
- **Quality Assessment Standards:** Provide an as-is assessment for current customer service. Review private industry customer service standards and provide the plan for implementing incremental improvements in customer service. Provide recommendations to all administrations for implementing sustained incremental improvement utilizing national standards. Recommend an established program office to realize this sustained quality improvement effort.

CM will provide the strategy VA needs to assess the impact of CM changes to the organization and establish requirements for mitigating the risk inherent in the change process. CM will provide the requirements for leading the changes necessary to implement incremental improvements in customer service. CM will identify significant training needs for staff members, identify and assess areas of risk, and implement change management (Business

Process Re-engineering) strategies that will allow a smooth transition toward a fully realized customer-centric service organization.

EA Investment Scoring

The following table provides the EA evaluation score for BY-2008 (this is the project's most recent Exhibit-300 budget request). Scores are provided for business, data and implementation issues and for an overall project average. The Exhibit-300 EA evaluation procedure is defined within the Enterprise Architecture Portal "Procedures Tab"; all scoring is based on a scale from 0 through 5.

VA EA Evaluation			
Business	Data	Implementation	Average
0.00	2.00	3.20	1.73

Project Value Proposition, Performance Measures and Measured Results

The following table identifies the VA and PMA business objectives that this project will satisfy, along with the performance metrics with which project success will be evaluated. For projects that are mature enough to have produced measured results, those results are also provided.

Project Value Proposition			
Support for PMA Initiatives 1.A.13.a & 1.A.13.b	Support for VA Strategic Goals 1.A.29	Project Metrics 1.D.1	Project Results/Outcomes 1.D.1
<p>Coordination of VA & DoD Programs and Systems -----This project creates an opportunity for cooperative initiatives between VA and DoD.</p> <p>Human Capital ----- The One-VA Contact Management supports the department's shift to a more customer-centric approach to service delivery, emphasizing improved business processes, consistency of information and greater accessibility and efficiency.</p> <p>Expanded E-Government -----One-VA Contact Management supports Expanded E-Gov by providing opportunities for veterans, their beneficiaries, and their survivors to obtain VA services across the internet, and to interact with government from remote locations and on their own schedules.</p>	<p>One VA By Establishing a single, standard single process for registration information collection and processing (which will support all business lines) and by establishing a uniform, easily readable knowledgebase for answering veterans inquiries (which can then be used in all contact settings), this project will be furthering the One-VA goal.</p> <p>Ensure Smooth Transition The DoD/VA Joint Executive Council has stated that the VA will link with the DoD's enrollment and eligibility system (DEERS) to provide real time data to VA, thus reducing the burden on veterans enrolling for VA benefits. This will have a positive impact on newly released IEF/OEF combatants.</p> <p>Quality of Life A single registration process, for any and all VA service will relieve the veteran from a major administrative burden in obtaining VA benefits.</p>	<p>Measurement-1 Indicator Increased access and improved response time for E&R services from telephone-based service-reps (Baseline=1-month).</p> <p>Measurement-2 Indicator Accurate decisions on pension and compensation claims within 100 days (2005 baseline =166 days).</p> <p>Measurement-3 Indicator In 2005: Reduced number of required veteran contact points (from baseline of 19 contact points)..</p> <p>Measurement-4 Indicator In 2005: Reduced error rate for claims processing (baseline is 36%).</p> <p>Measurement-5 Indicator Improve completeness of web services (baseline = 80%)</p> <p>Measurement-6 Indicator Reduce the number of DMDC data feeds (2006 baseline = 33).</p> <p>Measurement-7 Indicator In 2006: Reduce the number of required veteran contact points (from undetermined level in 2005)</p> <p>Measurement-7 Indicator In 2007: Provide Multi-lingual support in helpdesk environment.</p>	<p>Measurement-1 Results Results will be measured by Q1-FY2010</p> <p>Measurement-2 Results Results will be measured by Q1-FY2010</p> <p>Measurement-3 Results Results will be measured by Q1-FY2010</p> <p>Measurement-4 Results Results will be measured by Q1-FY2010</p> <p>Measurement-5 Results Results will be measured by Q1-FY2010.</p> <p>Measurement-6 Results Results will be measured by Q1-FY2010</p> <p>Measurement-7 Results Results will be measured by Q1-FY2010</p>

Enterprise Impact

Project will produce sharable data and contact management services, which will then be available across all business lines and to other projects. Processes produced by this initiative will

be applied consistently across all contact centers, providing veterans with consistent, correct, and complete information from every contact-point.

Project Status

Funded from BY-2003 through BY-2007

Project currently at Milestone-1