

All executive departments and agencies (hereinafter referred to collectively as "agency" or "agencies") that provide significant services directly to the public shall provide those services in a manner that seeks to meet the customer service standard established herein and shall take the following actions:

- a. identify the customers who are, or should be, served by the agency;
- b. survey customers to determine the kind and quality of services they want and their level of satisfaction with existing services;
- c. post service standards and measure results against them;
- d. benchmark customer service performance against the best in business;
- e. survey front-line employees on barriers to, and ideas for, matching the best in business;
- f. provide customers with choices in both the sources of service and the means of delivery;
- g. make information, services, and complaint systems easily accessible; and
- h. provide means to address customer complaints.

## **Sec. 2. Report on Customer Service Surveys.**

By March 8, 1994, each agency subject to this order shall report on its customer surveys to the President. As information about customer satisfaction becomes available, each agency shall use that information in judging the performance of agency management and in making resource allocations.

## **Sec. 3. Customer Service Plans.**

By September 8, 1994, each agency subject to this order shall publish a customer service plan that can be readily understood by its customers. The plan shall include customer service standards and describe future plans for customer surveys. It also shall identify the private and public sector standards that the agency used to benchmark its performance against the best in business. In connection with the plan, each agency is encouraged to provide training resources for programs needed by employees who directly serve customers and by managers making use of customer survey information to promote the principles and objectives contained herein.

## **Sec. 4. Independent Agencies.**

Independent agencies are requested to adhere to this order.

## **Sec. 5. Judicial Review.**

This order is for the internal management of the executive branch and does not create any right or benefit, substantive or procedural, enforceable by a party against the United States, its agencies or instrumentalities, its officers or employees, or any other person.

WILLIAM J. CLINTON

THE WHITE HOUSE,  
September 11, 1993.

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