



FORESEE E-GOVERNMENT SATISFACTION INDEX

Q2 2016

COMMENTARY & ANALYSIS BY:

Dave Lewan
Vice President

EXECUTIVE SUMMARY

ABOUT THIS REPORT

The ForeSee E-Government Satisfaction Index is a comprehensive reflection of the citizen experience with federal government websites. It serves as a critical checkpoint for evaluating the success and performance of the government's online initiatives. Nearly 220,000 responses were collected across 101 federal government websites for the quarter measured in this Index. Clearly, citizens are willing to share their voices to help agencies and departments improve. With its ability to predict future behavior, the use of the ForeSee methodology and technology enables agency leaders to determine specifically, which digital improvements will have the greatest impact on future performance, usage and recommendations.

One performance in particular during the Rio Olympics earlier this month serves as a great parallel to how we're measuring government. In his fifth consecutive Olympics, Michael Phelps, now 31, delivered a performance for the ages taking home five gold medals (and one silver) in Rio. But to achieve this Phelps and his coach knew preparation would have to be different — focusing on very specific areas of training, both mental and physical, in order to increase his overall performance and the likelihood of winning gold. The same is true when it comes to how the federal government strives to constantly improve the satisfaction of citizens who use governmental digital services.

SATISFACTION DIPS SLIGHTLY AMID RISING EXPECTATIONS

This is the 52nd consecutive quarter ForeSee has reported on the state of E-Government, beginning in the third quarter of 2003. The ForeSee E-Gov Satisfaction Index dipped insignificantly this quarter, with an aggregate score of 75, down from 75.5 in Q1 2016. The lowest the average score has been during this time is 69, which occurred in the fourth quarter of 2003.

ForeSee measures satisfaction on a 0–100 scale. Scores 80 and above are recognized as the threshold of excellence (highly satisfied visitors), while scores below 70 reveal much room for improvement (dissatisfied visitors). ForeSee clients have the ability to compare how they are doing relative to their peers and, most importantly, how their channels are performing over time. Scores in this quarter's index range from 56 to 91.

ForeSee measures satisfaction by asking website visitors to rank their overall satisfaction, their satisfaction compared to expectations, and their satisfaction compared to their idea of an ideal website experience. Often times ForeSee may complement its clients just by maintaining their scores. Expectations are always on the rise even for federal government sites. Although the objective of the site may be different, visitors still compare digital experiences with government sites to those of private sector sites that often have larger budgets, more resources, and don't have the bureaucratic challenges that agency leaders tend to deal with. This quarter's score drop, albeit insignificant, should be a signal for digital teams to continue measuring to find the quick wins while negotiating the big ones.

ForeSee measures the digital experience for nearly 300 web and mobile sites, and the E-Government Satisfaction Index is a measurement of 101 sites that agree to share their scores. Some additional details on this quarter's index:

- » **Citizens will provide their opinion.** Nearly 220,000 responses were collected for the Q2 2016 E-Gov Index. This demonstrates that citizens are willing and able to provide feedback to government site managers to help agencies and departments — with the use of ForeSee's methodology — to determine which site improvements will have the greatest impact on future usage and recommendations.
- » **E-gov beats overall government.** E-government continues to outperform overall government in citizen satisfaction. Average citizen satisfaction with e-government (75) versus 63.9, according to the ACSI Federal Government Report 2015 (released January 2016).
- » **Highlighting the sites with stellar performance.** Once again, Social Security Administration leads the pack, with “Extra Help with Medicare Prescription Drug Plan Costs” (socialsecurity.gov/i1020), “SSA Retirement Estimator” (ssa.gov/estimator), and “SSA iClaim” (socialsecurity.gov/applyonline) all coming in with scores of 91 for the quarter.
- » **Exceeding expectations.** SSA was not the only organization meeting or exceeding the excellence threshold: 34 sites (33.7%) had scores of 80 or higher.
- » **Top score gains.** Top gainers for the quarter include American Battle Monuments Commission (abmc.gov), Veterans Affairs ([VA.gov](https://va.gov)) Department of Defense portal (defense.gov), National Library of Medicine main website (nlm.nih.gov) and NOAA Tides and Currents (tidesandcurrents.noaa.gov).

WHY DOES SATISFACTION MATTER?

If agencies can deliver a satisfactory experience, the likelihood of desired outcomes is increased. In the latest Index, for example, highly satisfied website visitors were 89% more likely to use the website as a primary resource (versus a more costly channel like the contact center) and 59% more likely to put their trust behind the agency. For mobile, those that were highly satisfied with their experience were 84% more likely to return to the site or app and a whopping 124% more likely to recommend it to others. As mentioned above, a great mobile experience matters!

What's driving satisfaction across government sites? "Navigation" and "search" are top drivers of satisfaction in this quarter's index, followed closely by "look and feel," "functionality," and "online transparency." It's important to note, online transparency (providing thorough, easy-to-find information on a site) has been proven to be a driver of increased trust in the overall agency. But each organization's site is different, so it's essential to prioritize improvements that will have the greatest impact on satisfaction to drive the outcomes that an organization desires.

Figure 1 provides a summary of E-government citizen experience performance for the most recent 12 months, as measured by the ForeSee E-Government Satisfaction Index.

FIGURE 1: SUMMARY OF E-GOV CUSTOMER EXPERIENCE PERFORMANCE

	Q2 2016	Q1 2016	Q4 2015	Q3 2015
Number of Sites Measured	101	101	101	101
Average E-Government Scores out of 100	75.0	75.5	75.1	75.1
Highest Satisfaction Score	91	91	90	90
Lowest Satisfaction Score	56	51	54	54
Number of E-Government Sites Achieving "Excellent" Rating (80 or higher)	34	34	36	31
Number of E-Government sites rated 69 or below	25	23	25	25



Figure 2 displays scores for all participating federal websites in the ForeSee E-Government Satisfaction Index for Q2 2016. The agencies whose satisfaction scores are noted in the shaded areas represent those that have reached or exceeded a score of 80, the threshold for excellence in this study.

FIGURE 2: Q2 2016 E-GOVERNMENT SATISFACTION INDEX

Department		Website	Satisfaction
Aggregate Satisfaction Across Sites			75.04
SSA	Extra Help with Medicare Prescription Drug Plan Costs—	socialsecurity.gov/i1020	91
SSA	SSA iClaim—	socialsecurity.gov/applyonline	91
SSA	SSA Retirement Estimator—	ssa.gov/estimator	91
SSA	SSA - my Social Security		89
Treasury	Electronic Federal Tax Payment System—	eftps.com	88
HHS	MedlinePlus en español—	medlineplus.gov/esp	88
OPM	Office of Personnel Management—	onboarding.usastaffing.gov/	86
SSA	Social Security Business Services Online—	ssa.gov/bsa/bsowelcome.htm	86
HHS	MedlinePlus—	medlineplus.gov	85
SSA	SSA.gov iClaim – Disability—	ssa.gov/applyfordisability	85
DHS	U.S. Citizenship and Immigration Services Resource Center—	uscis.gov/portal/site/uscis/citizenship	84
HHS	National Cancer Institute Site en Español—	cancer.gov/espanol	84
DHS	U.S. Citizenship and Immigration Services Español—	uscis.gov/portal/site/uscis-es	84
HHS	National Institute of Dental and Craniofacial Research—	nidcr.nih.gov	84
HHS	CDC main website—	cdc.gov	83
Treasury	IRS Direct Pay—	irs.gov/payments/direct-pay	83
HHS	National Women's Health Information Center (NWHIC) main website—	womenshealth.gov	83
Boards, Commissions, and Committees	American Battle Monuments Commission—	abmc.gov	82
HHS	NIDDK—	www2.niddk.nih.gov	82
SEC	U.S. Securities and Exchange Commission—	investor.gov	81
HHS	AIDSinfo—	aidsinfo.nih.gov	81
DOD	arlingtoncemetery.mil		81
CIA	Recruitment website—	cia.gov/careers	81
FTC	FTC Complaint Assistant website—	ftccomplaintassistant.gov	81
HHS	National Library of Medicine Genetics Home Reference website—	ghr.nlm.nih.gov	81
DOC	National Geodetic Survey, National Oceanic and Atmospheric Administration website—	ngs.noaa.gov	81
SSA	SSA iAppeals - Disability Appeal—	ssa.gov/disabilityssi/appeal.html	81
DOC	NOAA NWS—	weather.gov	81
HHS	SAMHSA Store—	store.samhsa.gov	81
HHS	infosida.nih.gov		81
NASA	NASA main website—	nasa.gov	80
DOD	DoD Navy—	navy.mil	80
HHS	National Cancer Institute main website—	cancer.gov	80

(Continued on page 6)

FIGURE 2: Q2 2016 E-GOVERNMENT SATISFACTION INDEX (Continued from page 5)

Department	Website	Satisfaction
HHS	NIAMS public website— niams.nih.gov	80
DOS	Department of State - Bureau of Educational and Cultural Affairs— alumni.state.gov/	79
DOD	DoD Air Force— af.mil	79
DOJ	FBI main website— fbi.gov	79
DOJ	National Institute of Justice— nij.gov	79
HHS	National Library of Medicine main website— nlm.nih.gov	78
HHS	Agency for Healthcare Research and Quality— ahrq.gov	78
OPM	Recruitment website— applicationmanager.gov	78
DOS	Recruitment website— careers.state.gov	78
DOD	Department of Defense portal— defense.gov	78
GAO	GAO main public website— gao.gov	78
DOC	NOAA Tides and Currents	78
NRC	U.S. Nuclear Regulatory Commission website— nrc.gov	78
VA	MyCareer@VA- http://mycareeratva.va.gov/	78
PBGC	MyPBA— https://egov.pbgc.gov/mypba	78
SBA	SBA main website— sba.gov	77
VA	MyHealtheVet- https://www.myhealth.va.gov	77
DOI	National Park Service main website— nps.gov	76
DOL	Bureau of Labor Statistics— bls.gov	75
DHS	U.S. Citizenship and Immigration Services— uscis.gov/e-verify	75
DOD	DoD Marines— marines.mil	75
FTC	FTC main website— ftc.gov	75
Treasury	U.S. Mint Online Catalog and main website— usmint.gov	75
DHS	U.S. Citizenship and Immigration Services— uscis.gov/portal/site/uscis	75
HHS	ClinicalTrials.gov— clinicaltrials.gov	75
Treasury	U.S. Department of Treasury Office of Financial Stability— makinghomeaffordable.gov/pages/default.aspx	74
DOS	Bureau of Consular Affairs— travel.state.gov	74
USDA	Recreation One-Stop— recreation.gov	73
OPM	Recruitment website— usajobs.gov	73
FDIC	FDIC main website— fdic.gov	73
USDA	FSIS main website— fsis.usda.gov	73
ITC	U.S. International Trade Commission main website— usitc.gov	73
USDA	ERS main website— ers.usda.gov	73
DOT	Federal Aviation Administration— faa.gov	73

(Continued on page 7)

FIGURE 2: Q2 2016 E-GOVERNMENT SATISFACTION INDEX (Continued from page 6)

Department	Website	Satisfaction
Treasury	U.S. Department of Treasury Office of Financial Stability— treasury.gov/initiatives/financial-stability/	73
PBGC	U.S. PBGC main website— pbgc.gov	71
HHS	HHS— hhs.gov/ocr/	71
HHS	U.S. Food and Drug Administration— blogs.fda.gov/FDAvoice	70
HHS	U.S. Food and Drug Administration main website— fda.gov	70
GSA	GSA Auctions— gsaauctions.gov	70
HHS	Health Resources and Services Administration main website— hrsa.gov	70
NIST	National Institute of Standards and Technology main website— nist.gov	70
SSA	Social Security Online main website— socialsecurity.gov	70
SEC	U.S. Securities and Exchange Commission— sec.gov	69
USDA	NRCS website— nrcs.usda.gov	69
HHS	SAMHSA website— samhsa.gov	69
DOC	BEA main website— bea.gov	68
Treasury	Treasury main website— treasury.gov	68
DOT	U.S. Department of Transportation— fhwa.dot.gov	68
DOJ	Bureau of Justice Statistics— bjs.gov	68
EPA	U.S. Environmental Protection Agency— epa.gov	66
DOC	U.S. Patent and Trademark Office— uspto.gov	66
FDIC	FDIC Applications— www2.fdic.gov	65
DOS	Department of State main website— state.gov	65
DOT	Federal Railroad Administration main website— fra.dot.gov	64
USDA	Forest Service main website— fs.usda.gov	64
DOC	U.S. Census Bureau main website— census.gov	64
DOC	NOAA Satellite and Information Service— nesdis.noaa.gov	63
NARA	NARA main public website— archives.gov	62
HHS	HHS— grants.gov	62
Treasury	U.S. Alcohol and Tobacco Tax and Trade Bureau— ttb.gov	62
DOE	U.S. Department of Education— ed.gov	61
DOD	TRICARE— tricare.mil	61
DOL	Disability— Disability.gov	60
DOT	DOT Research and Innovative Technology Administration website— rita.dot.gov	59
Treasury	IRS main website— irs.gov	58
DOI	U.S. Geological Survey— usgs.gov	57
VA	VA main website— va.gov	56

TOP GAINERS

Anytime a federal government department, agency, or program website shows significant improvement in satisfaction (three points or more), it should be considered a success, as it is sometimes difficult to keep pace with ever-changing citizen expectations. These organizations are doing something right. Other organizations, whether in the same category or not, should take note of how they are achieving this success.

Figure 3 shows the websites that demonstrated significant increases in citizen satisfaction since the previous quarter.

FIGURE 3: E-GOV TOP GAINERS (QUARTER TO QUARTER)

Department	Website	Satisfaction Gain
Boards, Commissions, and Committees	American Battle Monuments Commission—abmc.gov	8
VA	VA main website—va.gov	5
DOD	Department of Defense portal—defense.gov	4
HHS	National Library of Medicine main website—nlm.nih.gov	4
DOC	NOAA Tides and Currents	4
USDA	FSIS main website—fsis.usda.gov	3
DOC	NOAA Satellite and Information Service—nesdis.noaa.gov	3
DOS	Department of State - Bureau of Educational and Cultural Affairs—alumni.state.gov/	3
FTC	FTC main website—ftc.gov	3
HHS	National Institute of Dental and Craniofacial Research—nidcr.nih.gov	3



SATISFACTION BY FUNCTIONAL WEBSITE CATEGORY

In this report, federal government websites are organized by both functional category and organizational structure to allow for benchmarking against peers. The functional website categories include: e-commerce and transactional, news and information, portals and department main websites, and career and recruitment.

Since missions can vary greatly by category, it is useful to benchmark government websites against other sites in the same category in addition to comparing scores against the overall aggregate average. To provide the most accurate and precise data, the ForeSee standard requires that a category consist of at least five websites before an average is calculated.

FIGURE 4: FEDERAL E-COMMERCE AND TRANSACTIONAL WEBSITES

Department	Website	Satisfaction
Aggregate Satisfaction for Federal E-Commerce and Transactional Websites		83
SSA	Extra Help with Medicare Prescription Drug Plan Costs— socialsecurity.gov/i1020	91
SSA	SSA iClaim— socialsecurity.gov/applyonline	91
SSA	SSA Retirement Estimator— ssa.gov/estimator	91
SSA	SSA - my Social Security	89
Treasury	Electronic Federal Tax Payment System— eftps.com	88
SSA	Social Security Business Services Online— ssa.gov/bsa/bsowelcome.htm	86
SSA	SSA.gov iClaim – Disability— ssa.gov/applyfordisability	85
Treasury	IRS Direct Pay— irs.gov/payments/direct-pay	83
FTC	FTC Complaint Assistant website— ftccomplaintassistant.gov	81
SSA	SSA iAppeals - Disability Appeal— ssa.gov/disabilityssi/appeal.html	81
HHS	SAMHSA Store— store.samhsa.gov	81
PBGC	MyPBA— https://egov.pbgc.gov/mypba	78
Treasury	U.S. Mint Online Catalog and main website— usmint.gov	75
USDA	Recreation One-Stop— recreation.gov	73
GSA	GSA Auctions— gsaauctions.gov	70



FIGURE 5: FEDERAL NEWS AND INFORMATION WEBSITES

Department	Website	Satisfaction
Aggregate Satisfaction for Federal News and Information Websites		74
HHS	MedlinePlus en español— medlineplus.gov/esp	88
HHS	MedlinePlus— medlineplus.gov	85
DHS	U.S. Citizenship and Immigration Services Resource Center— uscis.gov/portal/site/uscis/citizenship	84
HHS	National Cancer Institute Site en Español— cancer.gov/espanol	84
HHS	National Women's Health Information Center (NWHIC) main website— womenshealth.gov	83
Boards, Commissions, and Committees	American Battle Monuments Commission— abmc.gov	82
HHS	NIDDK— www2.niddk.nih.gov	82
SEC	U.S. Securities and Exchange Commission— investor.gov	81
HHS	AIDSinfo— aidsinfo.nih.gov	81
DOD	arlingtoncemetery.mil	81
HHS	National Library of Medicine Genetics Home Reference website— ghr.nlm.nih.gov	81
DOC	National Geodetic Survey, National Oceanic and Atmospheric Administration website— ngs.noaa.gov	81
DOC	NOAA NWS— weather.gov	81
DOD	DoD Navy— navy.mil	80
DOS	Department of State - Bureau of Educational and Cultural Affairs— alumni.state.gov/	79
DOD	DoD Air Force— af.mil	79
HHS	infosida.nih.gov	79
DOJ	National Institute of Justice— nij.gov	79
HHS	Agency for Healthcare Research and Quality— ahrq.gov	78
NRC	U.S. Nuclear Regulatory Commission website— nrc.gov	78
DOL	Bureau of Labor Statistics— bls.gov	75
DHS	U.S. Citizenship and Immigration Services— uscis.gov/e-verify	75
DOD	DoD Marines— marines.mil	75
HHS	ClinicalTrials.gov— clinicaltrials.gov	75
Treasury	U.S. Department of Treasury Office of Financial Stability— makinghomeaffordable.gov/pages/default.aspx	74
DOS	Bureau of Consular Affairs— travel.state.gov	74
USDA	ERS main website— ers.usda.gov	73
DOT	Federal Aviation Administration— faa.gov	73
USDA	FSIS main website— fsis.usda.gov	72
HHS	HHS— hhs.gov/ocr/	71
HHS	U.S. Food and Drug Administration— blogs.fda.gov/FDAvoice	70
HHS	Health Resources and Services Administration main website— hrsa.gov	70
SEC	U.S. Securities and Exchange Commission— sec.gov	69
<i>(Continued on page 11)</i>		

FIGURE 5: FEDERAL NEWS AND INFORMATION WEBSITES (Continued from page 10)

Department	Website	Satisfaction
USDA	NRCS website—nrcs.usda.gov	69
DOC	BEA main website—bea.gov	68
Treasury	U.S. Department of Treasury Office of Financial Stability—treasury.gov/initiatives/financial-stability/	68
DOT	U.S. Department of Transportation—fhwa.dot.gov	68
DOJ	Bureau of Justice Statistics—bjs.gov	68
FDIC	FDIC Applications—www2.fdic.gov	65
USDA	Forest Service main website—fs.usda.gov	64
DOC	U.S. Census Bureau main website—census.gov	64
DOC	NOAA Satellite and Information Service—nesdis.noaa.gov	63
HHS	HHS—grants.gov	62
Treasury	U.S. Alcohol and Tobacco Tax and Trade Bureau—ttb.gov	62
DOD	TRICARE—tricare.mil	61
DOT	DOT Research and Innovative Technology Administration website—rita.dot.gov	59
DOI	U.S. Geological Survey—usgs.gov	57



FIGURE 6: FEDERAL PORTALS AND DEPARTMENT MAIN WEBSITES

Department	Website	Satisfaction
Aggregate Satisfaction for Federal Portals and Department Main Websites		72
DHS	U.S. Citizenship and Immigration Services Español—uscis.gov/portal/site/uscis-es	84
HHS	National Institute of Dental and Craniofacial Research—nidcr.nih.gov	84
HHS	CDC main website—cdc.gov	83
NASA	NASA main website—nasa.gov	80
HHS	National Cancer Institute main website—cancer.gov	80
HHS	NIAMS public website—niams.nih.gov	80
DOJ	FBI main website—fbi.gov	79
HHS	National Library of Medicine main website—nlm.nih.gov	78
DOD	Department of Defense portal—defense.gov	78
GAO	GAO main public website—gao.gov	78
DOC	NOAA Tides and Currents	78
SBA	SBA main website—sba.gov	77
VA	MyHealtheVet- https://www.myhealth.va.gov	77
DOI	National Park Service main website—nps.gov	76
FTC	FTC main website—ftc.gov	75
DHS	U.S. Citizenship and Immigration Services—uscis.gov/portal/site/uscis	75

(Continued on page 12)

Department	Website	Satisfaction
FDIC	FDIC main website— fdic.gov	73
ITC	U.S. International Trade Commission main website— usitc.gov	73
PBGC	U.S. PBGC main website— pbgc.gov	71
HHS	U.S. Food and Drug Administration main website— fda.gov	70
NIST	National Institute of Standards and Technology main website— nist.gov	70
SSA	Social Security Online main website— socialsecurity.gov	70
HHS	SAMHSA website— samhsa.gov	69
Treasury	Treasury main website— treasury.gov	68
EPA	U.S. Environmental Protection Agency— epa.gov	66
DOC	U.S. Patent and Trademark Office— uspto.gov	66
DOS	Department of State main website— state.gov	65
DOT	Federal Railroad Administration main website— fra.dot.gov	64
NARA	NARA main public website— archives.gov	62
DOE	U.S. Department of Education— ed.gov	61
DOL	Disability— Disability.gov	60
Treasury	IRS main website— irs.gov	58
VA	VA main website— va.gov	56



One additional note from Pew Institute, November 2015, like many other aspects of life, job seeking is going mobile: 28% of Americans have used a smartphone as part of a job search, and half of these “smartphone job seekers” have used their smartphone to fill out a job application. Are they having a satisfactory experience?

FIGURE 7: FEDERAL CAREER AND RECRUITMENT WEBSITES

Department	Website	Satisfaction
Aggregate Satisfaction for Federal Career and Recruitment Websites		79
OPM	Office of Personnel Management— onboarding.usastaffing.gov/	86
CIA	Recruitment website— cia.gov/careers	81
OPM	Recruitment website— applicationmanager.gov	78
DOS	Recruitment website— careers.state.gov	78
VA	MyCareer@VA- http://mycareeratva.va.gov/	78
OPM	Recruitment website— usajobs.gov	73



SATISFACTION WITH MOBILE SITES AND APPS

With more citizens wanting information using mobile devices to access the government's digital channels, the federal government and ForeSee launched the "Mobile Federal Government Benchmark" in the fourth quarter of 2013. Federal government has been doing well with mobile, holding steady with a score of 79 again in Q2 2016. However, the opportunity is enormous. Digital managers need to measure the millions of experiences that citizens are having via mobile every day.

FIGURE 8: MOBILE SITES AND APPS

	Q22016	Q12016	Q4 2015	Q3 2015
Aggregate Satisfaction Score (100 point scale)	79	79	81	76

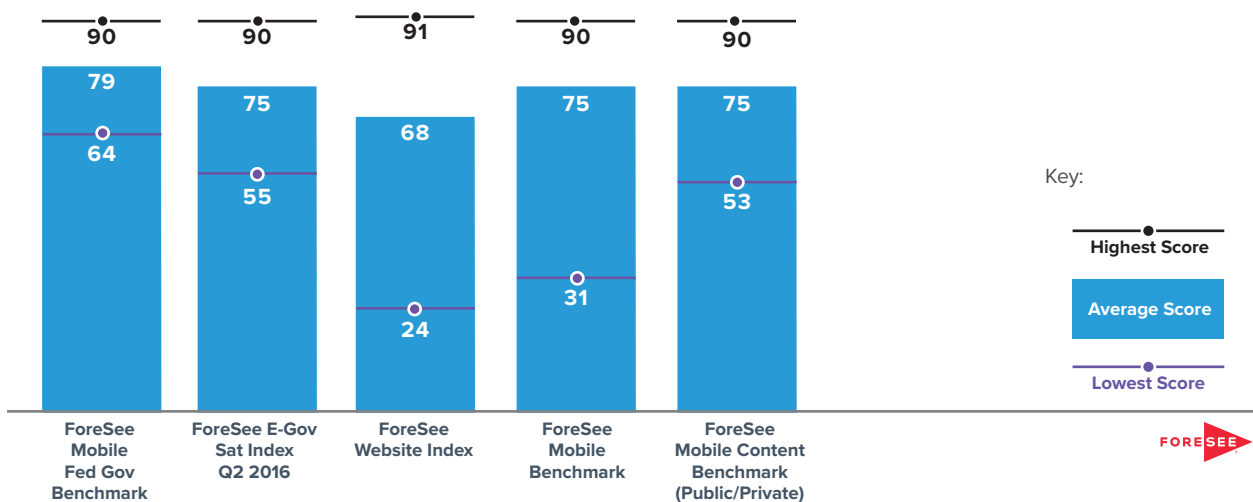


FIGURE 9: MOBILE DETAILS FOR Q2 2016

Number of Sites Measured	17
Number of Responses Collected	80,283
Average E-Government Satisfaction Score (out of 100)	79.2
Highest Satisfaction Score	90
Lowest Satisfaction Score	64
Number of E-government sites Achieving Excellent Rating (80 or higher)	11
Number of E-government sites rated Lowest Satisfaction (Below 70)	3



FIGURE 10: DIGITAL BENCHMARKS FOR Q2 2016



THE IMPORTANCE OF SATISFACTION: PREDICTING FUTURE BEHAVIOR

When the ForeSee citizen experience measurement methodology is used, satisfaction has shown to have a direct impact on future behavior. Each quarter this Index compares highly satisfied visitors/users (with satisfaction scores of 80 or higher) to less-satisfied website and mobile visitors/users (with satisfaction scores of 69 or lower), and calculates likelihood scores that indicate actions that citizens may take in the future.

For example, Figure 11 shows the range of satisfaction this quarter for each measured future behavior. Here, a “Recommend Site” likelihood score of 100% indicates that a highly satisfied website visitor is 100% more likely than a less-satisfied visitor to recommend the website.

FIGURE 11: WHY SATISFACTION MATTERS — WEBSITES

	Highly Satisfied Citizens (80+)	Dissatisfied Citizens (< 70)	Difference in Scores	The Impact of Higher Website Satisfaction
Return to Site	96	61	59%	Government departments and agencies have an ongoing channel to provide information and services to citizens efficiently and relatively inexpensively.
Recommend Site	96	45	111%	Use of government websites will grow as citizens recommend them to their friends, family, and colleagues.
Use Site as Primary Resource	93	49	89%	Cost-savings for departments and agencies can result as citizens are right-channelled to web; citizens get information from a credible government source, rather than another online/offline source (in cases where options exist, e.g., health-related information).
Trust	89	56	59%	Citizens believe the agency is trustworthy and acting in their best interests, which fosters faith in the democratic process.



FIGURE 12: WHY SATISFACTION MATTERS — MOBILE EXPERIENCE ON SITE AND APPS

	Highly Satisfied Citizens (80+)	Dissatisfied Citizens (< 70)	Difference in Scores	The Impact of Higher Website Satisfaction
Recommend Site or App	94	42	124%	Use of government sites accessed via mobile devices and mobile apps will grow as citizens recommend them to their friends, family, and colleagues.
Return to Site or App	96	52	84%	Government departments and agencies have an ongoing channel to provide information and services to citizens efficiently and relatively inexpensively.



HOW TO IMPROVE SATISFACTION

If federal government agencies focus on improving the priority areas for their websites, mobile sites, and apps, citizen satisfaction should also improve.

ForeSee also helps the government measure a number of elements — or drivers — of satisfaction. Although there are variations in the set of elements that are relevant to each website (and fewer in general for mobile), the most common elements for websites are: navigation, search, functionality, look and feel, online transparency, site performance, and content.

By measuring these elements, federal organizations can pinpoint and prioritize areas of improvement from the citizens' perspective, which leads to increased satisfaction. Figure x shows the priority elements identified in the most recent Index.

FIGURE 13: TOP PRIORITIES FOR FEDERAL GOVERNMENT WEBSITE EXPERIENCES

Element	What It Measures	Priority for Improvement
Navigation	The organization of the site and options for navigation.	Priority 1 = Top Priority
Search	The relevance, organization and quality of search results available on the site. (Although this element is not applicable universally, it is often extremely impactful for sites where it is relevant.)	Priority 2
Look and Feel	The visual appeal of the site and its consistency throughout the site.	Priority 3
Site Performance	The speed, consistency and reliability of loading pages on the website.	Priority 3
Functionality	The usefulness, convenience and variety of online features and tools available on the website.	Priority 3
Content	The accuracy, quality and freshness of news, information and content on the website.	Priority 3
Online Transparency	How thoroughly, quickly and accessibly the website discloses information about what the agency is doing.	Priority 3



WHY FEDERAL GOVERNMENT DEPARTMENTS, AGENCIES AND PROGRAMS RELY ON FORESEE

Today, there are more ways than ever for the government to interact with citizens. In particular, websites — and more recently, mobile sites and apps — are helping federal departments and agencies and state and local governments increase transparency, while delivering information and services more cost-effectively. But with constantly evolving citizen expectations, it's difficult to know where to invest often-limited resources to create a better citizen experience that leads to a more effective government.

Since 2001, ForeSee has been dedicated to improving experiences across the federal government. ForeSee's predictive citizen experience analytics help government organization leaders understand satisfaction from the citizen perspective. It quantifies the impact each element of the experience has on satisfaction and future behaviors, and provides a way to understand where to focus resources for the best return.

ForeSee measures in-channel experiences (whether desktop or mobile), contact center experiences, in-location satisfaction, and the experience your constituents have with both email campaigns and social media efforts. Also measured is the journey across those channels to help you understand how one channel influences or contributes to the overall experience, and experience citizens have with the organization overall. The ForeSee CX Suite is a comprehensive CX intelligence platform that allows agency managers to implement strategic measurement, self-service Feedback, and Replay all with a flexible data store to integrate with disparate data sources. ForeSee has a dedicated public sector team that includes senior executives, data analysts, usability specialists, and local support in Washington, D.C.

FORESEE BEST PRACTICES, TRENDS & RECOMMENDATIONS

IMPROVING THE PERFORMANCE OF THE WEBSITE OR MOBILE APP

To begin, identify what the goals and objectives are for your organization. Clients often express their desire to get feedback, collect data, or “take the pulse of constituents,” which is a great first step.

A more useful place to start might be the question: “what do we want citizens to do as result of their experience on our site?” For first-time visitors, it might be to simply come back. For periodic visitors, perhaps it’s to recommend the site (or mobile app), or to use the organization’s digital channel as a primary resource — thus allowing both citizen and government to benefit because the experience can be measured with the appropriate technology.

TOOLS AND METRICS AVAILABLE

Managers of high performing sites leverage best in class tools and a system of metrics to understand what visitors are doing on their sites, how visitors feel about experiences they are having, and what improvements digital teams should invest in. They are integrating behavioral metrics, like Adobe or Google Analytics, to understand:

- » Where visitors are coming from
- » What pages they visited
- » How much time visitors spent on each page

Digital managers may also leverage visualization tools, like ForeSee Replay, which allows citizen experience (CX) teams to see specifically what a visitor did on the site in the form of a video. Replay provides a powerful recreation of the citizen journey that helps organizations see what all visitors experience — or more importantly, a specific segment of visitors who are struggling to find what they are looking for, or complete the task they set out to do. It’s like creating a focus group on the fly.

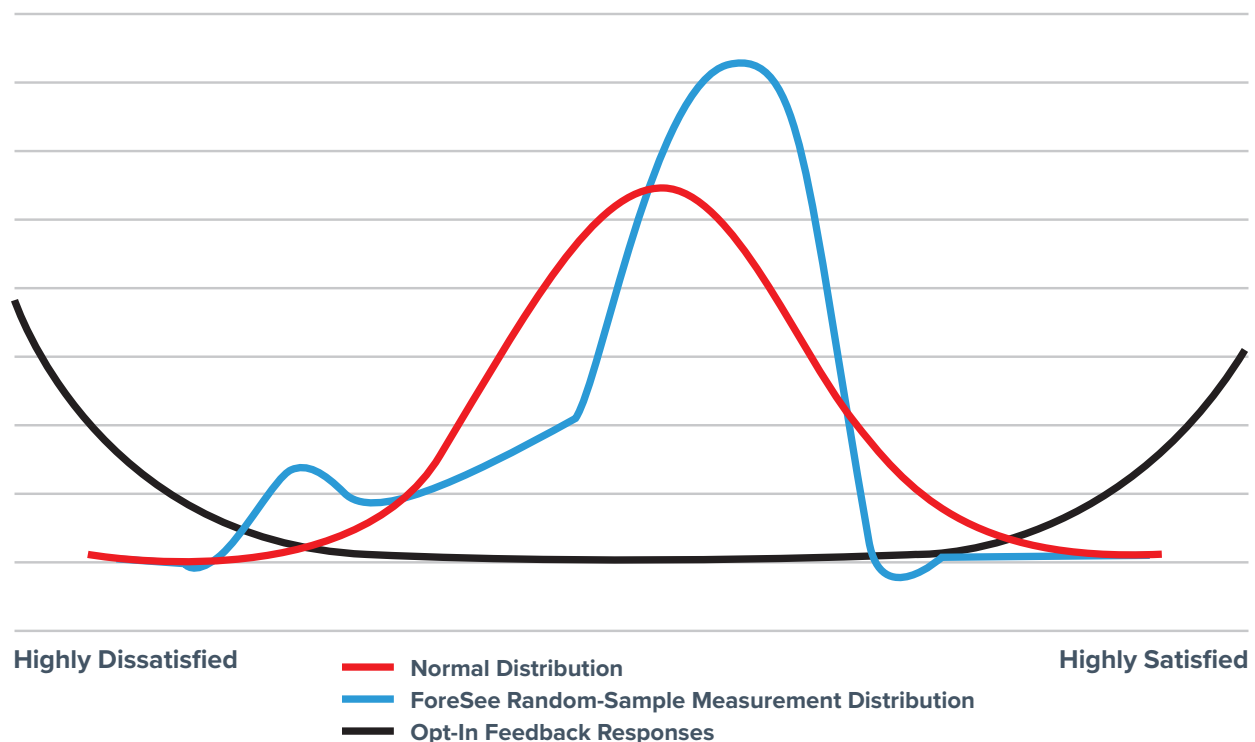
When it comes to understanding the attitudinal perspective visitors have about the experience, there are specific outcomes organizations should discuss to ensure they are meeting online objectives.

FEEDBACK V. MEASUREMENT

When it comes to improving the citizen experience, it is certainly possible identify some of the confusion (or misconceptions) when differentiating between what is feedback and why it's different from measurement. For feedback vs. measurement, it really boils down to being reactive vs. proactive.

Start by looking at feedback, which is necessary and important and can do some good because it provides a governmental organization with something to react to. Use cases like broken links, missing items, missing pages, new content on new pages you want input on, etc. – these are things that can, and should, be acted on. Feedback is not bad, but it does tend to be anecdotal and biased. The problem comes when trying to use feedback alone to manage an organization's priorities, which leads to only focusing on the ends of the spectrum rather than the middle — allowing the squeaky wheels (aka people who look for problems even when there aren't any) and the diehard loyalists (aka those who believe the organization can do no wrong even when you are) dictate the strategies moving forward. Take a look at the graph below:

FIGURE 14: FEEDBACK



By contrast, true measurement starts with randomly intercepting visitors/users to create a representative sample of the entire constituent base – not just the disengaged and the super happy, but rather those in between – at the right time with the right survey.

Measurement should be done continuously, and measure not just satisfaction levels but also what is driving satisfaction (look and feel, navigation, site information, performance) as well as what behaviors (likelihood to return, recommend or use the site as a primary resource) will be driven by someone's satisfaction. Also, gain intelligence about visitors by integrating behavioral analytics, or by asking demographic and channel contribution questions to better understand citizen journeys.

The measurement technology used needs to be credible, reliable, accurate, precise, valid, sensitive, and when done right, predictive. When measuring the correct way, an organization gains real intelligence that enables them to take specific actions that predict desired outcomes.

As we have outlined in previous reports, the big takeaway for federal agency digital leaders is to understand what parts of the citizen experience are driving performance. When leaders understand the citizen journey — who they are, what their intent is, and how to delight them each step of the way — the result is good for all.

ABOUT THE AUTHOR

AUTHOR

Dave Lewan

Dave Lewan manages ForeSee's public sector business, including its relationships with federal and state government departments and agencies, non-profit organizations, and higher education institutions. Starting in 2016, Dave will serve as ForeSee liaison with the Partnership for Public Service for the Center for Presidential Transition, in an effort to educate some 4,000 appointees who will enter into the federal government from the private sector as part of the new administration. Prior to joining ForeSee in 2009, he led in key strategic areas at ADP, SalesLogix, Ultimate Software, and Ceridian. Dave graduated from the University of Minnesota with a degree in speech communications.

ABOUT FORESEE

FORESEE

Founded in 2001, ForeSee is the pioneering leader in Voice of Customer (VOC) solutions. Armed with the ForeSee CX Suite, more than 2,000 companies worldwide — in retail, government, financial services, healthcare, consumer packaged goods, and other industries — have transformed their VOC programs into a strategic and rigorous business discipline that delivers economic impact. Only ForeSee offers a multi-patented algorithmic approach to customer experience measurement, access to an unmatched 150 million benchmarked experiences, and actionable insights from a team of 200 expert analysts that give certainty to CX improvements. A subsidiary of Answers Corporation, ForeSee is headquartered in Ann Arbor, MI and has offices in Mountain View, New York, St. Louis, Cleveland, Vancouver, and London.