FORESEE E-GOVERNMENT SATISFACTION INDEX

Q3 2016

COMMENTARY & ANALYSIS BY:

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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 federal government's online initiatives.

Over 230,000 responses were collected across 101 federal government websites for the quarter measured in this index. This demonstrates that citizens are willing to share their voices to help agencies and departments improve. The use of the ForeSee methodology and technology — with its ability to predict future behavior — enables agency leaders to determine, specifically, which digital improvements will have the greatest impact on future performance, usage, and recommendations.

EXECUTIVE SUMMARY

SATISFACTION CONTINUES TO SLIP

This is the 53rd consecutive quarter ForeSee has reported on the state of E-Government, beginning with Q3 2003. The ForeSee E-Gov Satisfaction Index moved down insignificantly this quarter, with an aggregate score of 74.8 — down from 75 in Q2 2016.

ForeSee measures the digital experience for nearly 300 mobile apps and websites. The E-Government Satisfaction Index is a measurement of 101 sites that volunteer to be transparent by sharing their scores. Departments, agencies, and programs using the patented ForeSee methodology have the ability to quantify the effectiveness of their citizen experience efforts over time across channels; and compare their performance not only with other federal entities, but with best private and public sector standards.

ForeSee measures satisfaction on a 0–100 point scale, with scores 80 and above recognized as the threshold of excellence (highly satisfied visitors), while scores below 70 revealing room for improvement (dissatisfied). Scores in this quarter's index range from 53 to 90.

Details on this quarter's index include:

» **Citizens will provide their opinion.** Over 230,000 responses were collected for this index. This demonstrates that citizens are willing and able to provide feedback to government site managers — helping 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-government outperforms overall government in citizen satisfaction.** Average citizen satisfaction with e-government is 74.8 compared to 63.9 for overall government, according to the ACSI Federal Government Report 2015 (released January 2016).

» **Highlighting sites with stellar performance.** Social Security Administration continues to lead the pack, with Extra Help with Medicare Prescription Drug Plan Costs (socialsecurity.gov/i1020) and SSA iClaim (socialsecurity.gov/applyonline) both coming in at 90 for the quarter. SSA was not the only organization meeting or exceeding the excellence threshold. Thirty-two sites (31.7%) had scores of 80 or higher.

» **Top gainers for the quarter** include NOAA Satellite and Information Service (nesdis.noaa.gov), FDIC Applications (www2.fdic.gov), American Battle Monuments Commission (abmc.gov), Bureau of Economic Analysis main website (bea.gov), Federal Railroad Administration (fra.dot.gov), National Library of Medicine main website (nlm.nih.gov), and U.S. Securities and Exchange Commission (investor.gov).

WHY DOES SATISFACTION MATTER?

If federal entities can deliver a satisfactory experience, the likelihood of desired outcomes for that organization increases. For example, for this quarter's index, 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 57% more likely to put their trust behind the agency. For mobile, those who were highly satisfied with their experience were 80% more likely to return to the site or app and a whopping 119% more likely to recommend the site or app!

What's driving satisfaction across government sites? Navigation and Search are top drivers of satisfaction in this quarter's index, followed by functionality, content, and online transparency. It's important to note, online transparency (providing thorough, timely, easy–to–find information on a site) has been proven to be a driver of increased trust in an 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.

THE Q3 2016 SCORES

ForeSee has been reporting on the state of e-government since the third quarter of 2003, when the average score was 70. The lowest score during this time was 69, which occurred in the fourth quarter of 2003.

Figure 1 provides a summary of e-government customer 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

	Q3 2016	Q2 2016	Q1 2016	Q4 2015
Number of Sites Measured	101	101	101	101
Average E-Government Scores Out of 100	74.8	75	75.5	75.1
Highest Satisfaction Score	90	91	91	90
Lowest Satisfaction Score	53	56	51	54
Number of E-Government Sites Achieving "Excellent" Rating (80 or higher)	32	34	34	36
Number of E-Government sites rated 69 or below	26	25	23	25

On the next page, Figure 2 displays scores for all participating federal websites in the ForeSee E-Government Satisfaction Index this quarter. 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: Q3 2016 E-GOVERNMENT SATISFACTION INDEX

Department	Website	Satisfaction
Aggregate Satisfaction Across Sites		74.8
SSA	Extra Help with Medicare Prescription Drug Plan Costs—socialsecurity.gov/i1020	90
SSA	SSA iClaim—socialsecurity.gov/applyonline	90
SSA	SSA - my Social Security -ssa.gov/myaccount	89
SSA	SSA Retirement Estimator—ssa.gov/estimator	89
Treasury	Electronic Federal Tax Payment System—eftps.com	88
HHS	MedlinePlus en español—medlineplus.gov/esp	88
SSA	Social Security Business Services Online—ssa.gov/bso	87
Boards, Commissions, and Committees	American Battle Monuments Commission—abmc.gov	86
DOD	U.S. Navy—navy.mil	85
SEC	U.S. Securities and Exchange Commission—investor.gov	85
HHS	National Cancer Institute Site en Español—cancer.gov/espanol	85
OPM	Office of Personnel Management: Onboarding Manager—onboarding.usastaffing.gov	85
DHS	U.S. Citizenship and Immigration Services Resource Center—uscis.gov/portal/site/uscis/citizenship	84
HHS	National Women's Health Information Center (NWHIC)—womenshealth.gov	84
HHS	AIDSinfo—aidsinfo.nih.gov	83
HHS	National Institute of Diabetes and Digestive and Kidney Diseases—niddk.nih.gov	83
HHS	National Library of Medicine Genetics Home Reference website—ghr.nlm.nih.gov	83
DHS	U.S. Citizenship and Immigration Services Español—uscis.gov/portal/site/uscis-es	83
HHS	Centers for Disease Control and Prevention—cdc.gov	82
CIA	Central Intelligence Agency Careers—cia.gov/careers	82
Treasury	IRS Direct Pay—irs.gov/payments/direct-pay	82
HHS	MedlinePlus—medlineplus.gov	82
HHS	National Library of Medicine main website—nlm.nih.gov	82
DOD	U.S.Marines—marines.mil	81
NASA	NASA main website—nasa.gov	81
SSA	SSA.gov iClaim – Disability—ssa.gov/applyfordisability	81
NRC	U.S. Nuclear Regulatory Commission website—nrc.gov	81
FTC	FTC Complaint Assistant website—ftccomplaintassistant.gov	80
HHS	National Cancer Institute—cancer.gov	80
HHS	National Institute of Arthritis and Musculoskeletal and Skin Diseases—niams.nih.gov	80
HHS	Substance Abuse and Mental Health Services Administration Publications Ordering—store.samhsa.gov	80
SSA	SSA iAppeals - Disability Appeal—ssa.gov/disabilityssi/appeal.html	80
HHS	Agency for Healthcare Research and Quality—ahrq.gov	79

FIGURE 2: Q3 2016 E-GOVERNMENT SATISFACTION INDEX *(Continued from page 5)*

Department	Website	Satisfaction
DOD	Arlington National Cemetery—arlingtoncemetery.mil	79
DOS	U.S Department of State Careers—careers.state.gov	79
DOS	Department of State—Bureau of Educational and Cultural Affairs—alumni.state.gov	79
HHS	National Institute of Dental and Craniofacial Research—nidcr.nih.gov	79
DOC	NOAA Tides and Currents—tidesandcurrents.noaa.gov	79
DOC	NOAA National Weather Services—weather.gov	79
DOD	U.S. Air Force—af.mil	78
DOI	National Park Service—nps.gov	78
SBA	Small Business Administration—sba.gov	78
OPM	Office of Personnel Management—applicationmanager.gov	77
GAO	Government Accountability Office—gao.gov	77
DOL	Bureau of Labor Statistics—bls.gov	76
DOD	U.S. Department of Defense—defense.gov	76
DOJ	National Institute of Justice—nij.gov	76
DOC	National Geodetic Survey, National Oceanic and Atmospheric Administration website—ngs.noaa.gov	76
Treasury	U.S. Mint Online—usmint.gov	76
VA	MyHealtheVet—myhealth.va.gov	76
DOJ	Federal Bureau of Investigations—fbi.gov	75
USDA	Food Safety and Inspection Service—fsis.usda.gov	75
HHS	InfoSida—infosida.nih.gov	75
Treasury	U.S. Department of Treasury Office of Financial Stability—makinghomeaffordable.gov	75
VA	MyCareer@VA—mycareeratva.va.gov	75
DOS	Bureau of Consular Affairs—travel.state.gov	75
DHS	U.S. Citizenship and Immigration Services—uscis.gov/portal/site/uscis	75
DHS	U.S. Citizenship and Immigration Services—uscis.gov/e-verify	74
PBGC	U.S. Pension Benefit Guaranty Corp—pbgc.gov	74
USDA	Recreation One-Stop—recreation.gov	74
DOT	Federal Aviation Administration—faa.gov	73
FTC	Federal Trade Commission—ftc.gov	73
PBGC	MyPBA—egov.pbgc.gov/mypba	73
NIST	National Institute of Standards and Technology main website—nist.gov	73
HHS	ClinicalTrials.gov—clinicaltrials.gov	73
OPM	Recruitment website—usajobs.gov	73
DOC	Bureau of Economic Analysis—bea.gov	72

FIGURE 2: Q3 2016 E-GOVERNMENT SATISFACTION INDEX *(Continued from page 6)*

Department	Website	Satisfaction
FDIC	Federal Deposit Insurance Corporation—fdic.gov	72
HHS	Substance Abuse and Mental Health Services Administration—samhsa.gov	72
DOC	NOAA Satellite and Information Service—nesdis.noaa.gov	71
SEC	U.S. Securities and Exchange Commission—sec.gov	71
USDA	Economic Research Service—ers.usda.gov	70
FDIC	Federal Deposit Insurance Corporation Applications—www2.fdic.gov	70
GSA	GSA Auctions—gsaauctions.gov	70
ITC	U.S. International Trade Commission—usitc.gov	70
DOT	U.S. Department of Transportation—fhwa.dot.gov	69
EPA	U.S. Environmental Protection Agency—epa.gov	69
HHS	U.S. Food and Drug Administration—blogs.fda.gov/FDAvoice	69
HHS	U.S. Food and Drug Administration—fda.gov	69
HHS	Office for Civil Rights—hhs.gov/ocr	69
DOT	Federal Railroad Administration—fra.dot.gov	68
Treasury	U.S. Department of Treasury Office of Financial Stability—treasury.gov/initiatives/financial-stability	68
HHS	Health Resources and Services Administration—hrsa.gov	68
SSA	Social Security Online—socialsecurity.gov	68
Treasury	U.S. Department of the Treasury—treasury.gov	68
USDA	National Resources Conservation Service—nrcs.usda.gov	67
DOS	U.S. Department of State—state.gov	66
DOC	U.S. Census Bureau—census.gov	66
USDA	U.S. Forest Service—fs.usda.gov	65
NARA	National Archives and Records Administration—archives.gov	65
DOC	U.S. Patent and Trademark Office—uspto.gov	65
HHS	U.S. Health and Human Services E-Grant—grants.gov	63
DOT	DOT Research and Innovative Technology Administration website—rita.dot.gov	61
Treasury	U.S. Alcohol and Tobacco Tax and Trade Bureau—ttb.gov	61
DOD	TRICARE—tricare.mil	60
DOJ	Bureau of Justice Statistics—bjs.gov	57
DOE	U.S. Department of Education—ed.gov	56
DOL	Disability—Disability.gov	55
Treasury	U.S. Internal Revenue Service—irs.gov	55
DOI	U.S. Geological Survey—usgs.gov	54
VA	U.S. Department of Veterans Affairs—va.gov	53

TOP GAINERS

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

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

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

Department	Website	Satisfaction Gain
DOC	NOAA Satellite and Information Service—nesdis.noaa.gov	8
FDIC	Federal Deposit Insurance Corporation Applications—www2.fdic.gov	5
Boards, Commissions, and Committees	American Battle Monuments Commission—abmc.gov	4
DOC	Bureau of Economic Analysis—bea.gov	4
DOT	Federal Railroad Administration—fra.dot.gov	4
HHS	National Library of Medicine—nlm.nih.gov	4
SEC	U.S. Securities and Exchange Commission—investor.gov	4
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		82
SSA	Extra Help with Medicare Prescription Drug Plan Costs—socialsecurity.gov/i1020	90
SSA	SSA iClaim—socialsecurity.gov/applyonline	90
SSA	SSA—my Social Security	89
SSA	SSA Retirement Estimator—ssa.gov/estimator	89
Treasury	Electronic Federal Tax Payment System—eftps.com	88
SSA	Social Security Business Services Online—ssa.gov/bso	87
Treasury	IRS Direct Pay—irs.gov/payments/direct-pay	82
SSA	SSA.gov iClaim – Disability—ssa.gov/applyfordisability	81
FTC	Federal Trade Commission Complaint Assistant—ftccomplaintassistant.gov	80
HHS	Substance Abuse and Mental Health Services Administration Publications Ordering—store.samhsa.gov	80
SSA	SSA iAppeals - Disability Appeal—ssa.gov/disabilityssi/appeal	80
Treasury	U.S. Mint Online—usmint.gov	76
USDA	Recreation One-Stop—recreation.gov	74
PBGC	MyPBA—egov.pbgc.gov/mypba	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
Boards, Commissions, and Committees	American Battle Monuments Commission—abmc.gov	86
DOD	U.S. Navy—navy.mil	85
SEC	U.S. Securities and Exchange Commission—investor.gov	85
HHS	National Cancer Institute Site en Español—cancer.gov/espanol	85
DHS	U.S. Citizenship and Immigration Services Resource Center—uscis.gov/portal/site/uscis/citizenship	84
HHS	National Women's Health Information Center (NWHIC) main website—womenshealth.gov	84
HHS	AIDSinfo—aidsinfo.nih.gov	83
HHS	National Institute of Diabetes and Digestive and Kidney Diseases—niddk.nih.gov	83
HHS	National Library of Medicine Genetics Home Reference website—ghr.nlm.nih.gov	83
HHS	MedlinePlus—medlineplus.gov	82
DOD	U.S.Marines—marines.mil	81
NRC	U.S. Nuclear Regulatory Commission website—nrc.gov	81
HHS	Agency for Healthcare Research and Quality—ahrq.gov	79
DOD	Arlington National Cemetery—arlingtoncemetery.mil	79
DOS	Department of State - Bureau of Educational and Cultural Affairs—alumni.state.gov	79
DOC	NOAA National Weather Service—weather.gov	79
DOD	U.S. Air Force—af.mil	78
DOL	Bureau of Labor Statistics—bls.gov	76
DOJ	National Institute of Justice—nij.gov	76
DOC	National Geodetic Survey, National Oceanic and Atmospheric Administration website—ngs.noaa.gov	76
USDA	Food Safety and Inspection Service —fsis.usda.gov	75
HHS	InfoSida—infosida.nih.gov	75
Treasury	U.S. Department of Treasury Office of Financial Stability—makinghomeaffordable.gov	75
DOS	Bureau of Consular Affairs—travel.state.gov	75
DHS	U.S. Citizenship and Immigration Services—uscis.gov/e-verify	74
DOT	Federal Aviation Administration—faa.gov	73
HHS	ClinicalTrials.gov—clinicaltrials.gov	73
DOC	Bureau of Economic Analysis—bea.gov	72
DOC	NOAA Satellite and Information Service—nesdis.noaa.gov	71
SEC	U.S. Securities and Exchange Commission—sec.gov	71
USDA	ERS main website—ers.usda.gov	70
FDIC	Federal Deposit Insurance CorporationFDIC Applications—www2.fdic.gov	70

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

Department	Website	Satisfaction
DOT	U.S. Department of Transportation—fhwa.dot.gov	69
HHS	U.S. Food and Drug Administration Blog—blogs.fda.gov/FDAvoice	69
HHS	Office for Civil Rights—hhs.gov/ocr	69
Treasury	U.S. Department of Treasury Office of Financial Stability—treasury.gov/initiatives/financial-stability	68
HHS	Health Resources and Services Administration—hrsa.gov	68
USDA	National Resources Conservation Service—nrcs.usda.gov	67
DOC	U.S. Census Bureau—census.gov	66
USDA	U.S. Forest Service—fs.usda.gov	65
HHS	U.S. Health and Human Services E-Grant—grants.gov	63
DOT	DOT Research and Innovative Technology Administration website—rita.dot.gov	61
Treasury	U.S. Alcohol and Tobacco Tax and Trade Bureau—ttb.gov	61
DOD	TRICARE—tricare.mil	60
DOJ	Bureau of Justice Statistics—bjs.gov	57
DOI	U.S. Geological Survey—usgs.gov	54

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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	83
HHS	Centers for Disease Control and Prevention—cdc.gov	82
HHS	National Library of Medicine—nlm.nih.gov	82
NASA	NASA main website—nasa.gov	81
HHS	National Cancer Institute—cancer.gov	80
HHS	National Institute of Arthritis and Musculoskeletal and Skin Disease—niams.nih.gov	80
HHS	National Institute of Dental and Craniofacial Research—nidcr.nih.gov	79
DOC	NOAA Tides and Currents—tidesandcurrents.noaa.gov	79
DOI	National Park Service—nps.gov	78
SBA	Small Business Administration—sba.gov	78
GAO	Government Accountability Office—gao.gov	77
DOD	U.S. Department of Defense I—defense.gov	76
VA	MyHealtheVet—myhealth.va.gov	76
DOJ	Federal Bureau of Investigation—fbi.gov	75
DHS	U.S. Citizenship and Immigration Services—uscis.gov/portal/site/uscis	75
PBGC	U.S. Pension Benefit Guaranty Corp—pbgc.gov	74

Department	Website	Satisfaction
FTC	Federal Trade Commission—ftc.gov	73
NIST	National Institute of Standards and Technology—nist.gov	73
FDIC	Federal Deposit Insurance Corporation—fdic.gov	72
HHS	Substance Abuse and Mental Health Services Administration—samhsa.gov	72
ITC	U.S. International Trade Commission—usitc.gov	70
EPA	U.S. Environmental Protection Agency—epa.gov	69
HHS	U.S. Food and Drug Administration—fda.gov	69
DOT	Federal Railroad Administration—fra.dot.gov	68
SSA	Social Security Online—socialsecurity.gov	68
Treasury	U.S. Department of Treasury—treasury.gov	68
DOS	U.S. Department of State—state.gov	66
NARA	National Archives and Records Administratione—archives.gov	65
DOC	U.S. Patent and Trademark Office—uspto.gov	65
DOE	U.S. Department of Education—ed.gov	56
DOL	Disability—Disability.gov	55
Treasury	U.S. Internal Revenue Service—irs.gov	55
VA	U.S. Department of Veterans Affairs—va.gov	53

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FEDERAL CAREER AND RECRUITMENT SITES

Like many other aspects of life, job seeking has gone mobile. According to Glassdoor, 9 out of 10 job seekers will use their smartphone as part of their job search. Beyond.com reports 77% will use mobile job search apps and Inc. states that 45% of job seekers will use their mobile devices to search for jobs at least once every day. The scores below are for the desktop experience, but are your mobile visitors 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 Managert—onboarding.usastaffing.gov	85
CIA	Central Intelligence Agency Careers—cia.gov/careers	82
DOS	U.S. Department of State Careers—careers.state.gov	79
OPM	Office of Personnel Management—applicationmanager.gov	77
VA	MyCareer@VA—mycareeratva.va.gov	75
OPM	Recruitment website—usajobs.gov	73

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SATISFACTION WITH MOBILE UP SLIGHTLY

With a growing number of citizens seeking 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, gaining 1 point for the quarter.

FIGURE 8: MOBILE SITES AND APPS

	Q3 2016	Q2 2016	Q1 2016	Q4 2015
Aggregate Satisfaction Score (100 point scale)	80	79	79	81

FIGURE 9: MOBILE DETAILS FOR Q3 2016

Number of Sites Measured	17
Number of Responses Collected	81,308
Average E-Government Satisfaction Score (out of 100)	79.6
Highest Satisfaction Score	89
Lowest Satisfaction Score	67
Number of E-Government sites Achieving Excellent Rating (80 or higher)	11
Number of E-Government sites rated Lowest Satisfaction (70 or lower)	6

FIGURE 10: DIGITAL BENCHMARKS FOR Q3 2016

	ForeSee Mobile Fed Gov Benchmark	ForeSee E-Gov Sat Index Q3 2016	ForeSee Website Index	ForeSee Mobile Benchmark	ForeSee Mobile Content Benchmark (Public/Private)
Highest Score	89	90	91	90	90
Average Score	80	75	68	75	75
Lowest Score	67	55	23	38	53

KEY

Highest Score

Average Score

Lowest Score
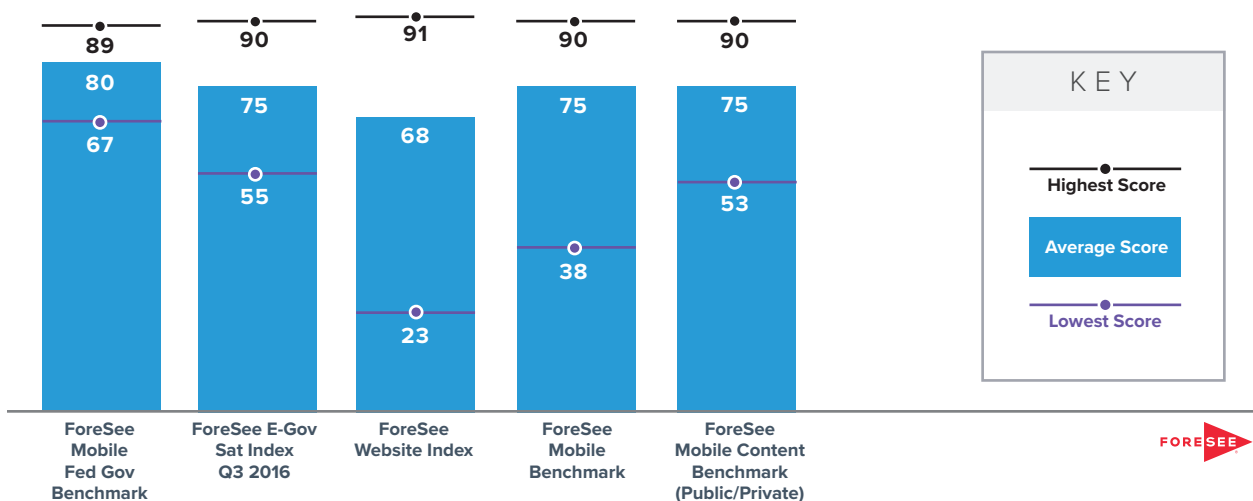
AN EXPLANATION OF WHY SATISFACTION MATTERS

When the ForeSee customer experience measurement methodology is used, satisfaction has been shown to have a direct impact on behavior. Every quarter, this index compares highly satisfied visitors and users (with satisfaction scores of 80 or higher) to less-satisfied website visitors and mobile 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	60	60%	Government departments and agencies have an ongoing channel to provide information and services to citizens efficiently and relatively inexpensively.
Recommend Site	96	45	115%	Use of government websites will grow as citizens recommend them to their friends, family, and colleagues.
Use Site as Primary Resource	92	49	89%	Cost-savings for departments and agencies can result as citizens are right-channeled 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	90	57	57%	Citizens believe the agency is trustworthy and acting in their best interests, which fosters faith in the democratic process.

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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	95	43	119%	Citizens are more likely to participate with and express their thoughts to their government, which strengthens the democratic process and may provide useful feedback.
Return to Site or App	95	53	80%	Government departments and agencies have an ongoing channel to provide information and services to citizens efficiently and relatively inexpensively.

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HOW TO IMPROVE SATISFACTION

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

ForeSee 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 include: 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 13 shows the priority elements identified in the most recent index. Notice the difference in citizen priorities from web to mobile.

FIGURE 13: TOP PRIORITIES FOR FEDERAL GOVERNMENT WEBSITE EXPERIENCES

Element	What It Measures	Priority for Improvement
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 1 = Top Priority
Navigation	The organization of the site and options for navigation.	Priority 2
Functionality	The usefulness, convenience and variety of online features and tools available on the website.	Priority 3
Online Transparency	How thoroughly and quickly the website discloses information about what the agency is doing.	Priority 3
Content	The accuracy, quality and freshness of news, information and content on the website.	Priority 3
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

FIGURE 14: TOP PRIORITIES FOR FEDERAL GOVERNMENT MOBILE EXPERIENCES

Element	What It Measures	Priority for Improvement
Navigation	The organization of the site and options for navigation.	Priority 1
Site Information	The accuracy, quality and freshness of news, information and content on the mobile site.	Priority 2
Look and Feel	The visual appeal of the site and its consistency throughout the mobile site.	Priority 3
Functionality	The usefulness, convenience and variety of online features and tools available on the mobile site.	Priority 3
Site Performance	The speed, consistency and reliability of loading pages on the mobile site.	Priority 3

BEST PRACTICES AND RECOMMENDATIONS TO GOVERNMENT

Next month we will elect a new President, and whomever is elected must truly understand the legacy of digital government and customer service excellence he or she will be joining. For decades, countless federal employees have been working to ensure that the information and services of government are available and accessible to all citizens through digital channels and customer service best practices. It will be incumbent upon the new administration to continue to extend that commitment with a vision for the limitless potential we still have ahead.

WHAT WE KNOW ABOUT THE DIGITAL EXPERIENCE IN GOVERNMENT: START HERE

For years, ForeSee's research has revealed that citizens want access to data from their government via digital channels. There are a number of reasons why. Citizens want consistency of information, 24/7 accessibility, and the convenience of getting information anywhere, anytime, from any device. There is also the efficiency gain and potential cost savings for government if citizens self-serve more via these channels rather than calling contact centers or standing in line at a service center. If government gives constituents what they want, how they want it, and meet or exceed expectations, it is a win-win outcome for all.

Sounds straightforward and simple right? Unfortunately, it's not. In order to deliver a high performing digital experience — that not only meets, but exceeds your customer expectations — you have to first understand how you are currently doing in the eyes of your customers today. Today's performance level needs to be measured in a way that is comparable to other like-sites in government, private sector leaders, and best-in-class overall. To improve, you need to have an accurate, reliable, and predictable measurement methodology that allows you to pinpoint specifically where to invest limited time, money, and resources. You need to measure with certainty. Without certainty, agency managers risk making poor investments of taxpayer dollars.

Many of you are doing it right in the digital channels — applying science to Voice of Customer (VoC) and measuring with certainty.

Digital and Mobile First Mindset

Adopting a digital and mobile first mindset lies at the heart of a faster, better, cheaper service delivery model for government. Citizens want localized information, digitally available permits, digital forms, and digital applications. They want services on the go, mobile content served up right, and smart apps to make their lives more efficient.

Over the past few years, there's been confluence of desktop and mobile teams. Mobile was once thought of as a complementary channel, but is now recognized as primary to many citizens across all demographics. Traffic to websites from mobile devices range from 30-60% and higher. Mobile needs to be at the core of any digital strategy. Digital leaders are challenged to understand how they are doing in the eyes of citizens in mobile. They need actionable insights to implement improvement strategies for mobile. They need to understand how and why their customers are traversing mobile, tablet, and desktop experiences. They need to know how the digital experience contributes to the overall customer experience; or at least to the *next step* they might take.

MOVING FORWARD: UNDERSTANDING CUSTOMER JOURNEYS AND DIGITAL CONTRIBUTION

Understanding the impact smartphone, tablet, or desktop interactions have on the overall customer experience with federal entities is difficult and often leads to assumptions and guesswork about *what visitors did next*. Peers in the private sector (specifically multichannel retailers) have a big issue understanding customer journeys as well as the role digital plays in a long, nonlinear consideration phase that shoppers go through before making a purchase. Often there are 3-5% conversion rates online. That means 95% of those who visit online are exiting the site without making a purchase! What did they do? They could go back to the retailer's site and buy online later, they might purchase in-store. They could purchase from a competitor's site or store or simply do nothing. Staying connected with that potential customer as they traverse channels provides for better understanding. Now retail customers can not only understand *conversion*, but more importantly, they understand the *contribution* one channel has on another.

In government, the overarching objective is to create efficiencies and *do more with less*. To get there, agency leaders need to understand the gaps, connections, and *contributions* between digital and all channels. For example, if your goal is to promote and drive online self-service, the desired outcome may be the *likelihood to use the website next tim*e or the *likelihood to use the website as a primary resource*. ForeSee customers can get to both of these outcomes by measuring either digital, the contact center, or both.

Optimal journey mapping and measurement will also allow for looking at aggregated data (everyone who called the contact center and visited the website as part of their journey) and even a specific audience segment, like those who are looking to apply for benefits. Digital measurement (desktop, tablet, and smartphone) is a great start — and when done right, will provide actionable insights for how to improve each discrete experience. With the focus on business outcomes, the key is to also understand, and ultimately quantify, just how the digital experience contributes to a visitor's next steps. If constituents self-serve via digital channels versus calling the contact center, government can ultimately reduce its cost to serve.

OMNICHANNEL CX: THE ULTIMATE OBJECTIVE

The challenge government has (just like organizations in the private sector) is that many customer journeys may start offline, continue online, and then end in either channel. And most of the departments, agencies, and programs ForeSee works with still view customer experience as the sum of individual, independent parts: a website, a mobile site, an app, a call or service center interaction. This view can make any and all efforts to improve the overall experience difficult and confusing. And when taking into account siloed budgets, deep rooted bureaucracies, and diverse agendas and priorities, this makes it especially difficult for the federal government to streamline the overall customer experience.

Omnichannel Defined

Omnichannel essentially means interacting with your customers (or constituents) wherever they are; delivering content and information through any channel at any time. As consumers, we want to research products online, pay our bills online, make purchases when it is convenient for us — whether in the store or through e-commerce.

Organizations with high CX maturity and omnichannel strategies in place make the right information available at the right time, the way their customers want it.

Many organizations, government and non-government, now understand the omnichannel imperative. It's crucial to organizational success for customers to get information when they want it and how they want it, seamlessly. To truly understand and manage the omnichannel experience, it is critical that organizations measure the overall experience from end-to-end.

Roadblocks to Omnichannel CX Success

» **Going too big too early.** A popular belief is that since a mature CX measurement strategy has such huge payoffs, it requires making huge investments in systems, restructure the organizational chart, or completely reengineer processes. This may end up leading to "paralysis" in the planning stage. Better yet, start small by connecting a couple of channels. If an organization is measuring the experience visitors have on its website, measure mobile and begin to understand how and why visitors use one channel versus another.

» **Believing all customers have the same needs.** Oftentimes organizations may document customer journeys the same for all customers, believing they all have the same needs. Even digital natives still want easy access to a kind, knowledgeable person to resolve service related issues.

» **Your BUT is too Big.** This list of "roadblocks" could go on for pages, but let's finish on this point: There are a number of reasons why "getting there" will be difficult (culture, conflicting priorities, outdated systems, budgets, etc.). However, a great omnichannel customer experience is key to government efficiency and performance. Start. Take small steps toward a long-term vision.

The Right Path to Omnichannel CX Success

Here are some ideas that help guide efforts towards delivering a streamlined omnichannel experience:

» **Identify who your customers are.** You have both internal and external customers. Inside and outside the beltway. How frequently are they interacting with you and what is their intent? Understand customer demographics and consider developing personas. Diagnose strengths, weaknesses, and opportunities by customer segment.

» **Actively listen to your customers.** Find out what citizens want and how they want it. Allow them to provide feedback in every channel, and follow up on complaints and requests. Train agents on active listening skills and give frontliners more control.

» **Measure.** You can't manage what you don't measure. Measure satisfaction of discrete experiences and channels, customer journeys, and the overall perception customers have of the organization. Integrate quantitative and qualitative analytics. Measure performance against goals and objectives. Baseline, trend, and benchmark.

» **Analyze the effects of employee engagement on the customer experience.** Get input from customer service agents and front-line managers.

» **Establish or redefine customer service standards.** Success requires definition. Set standards for customer touchpoints. Publish standards to staff, contractors, and customers. Successfully manage customer expectations.

» **Gain internal adoption.** Identify a CX Champion (it could be you!). Formally educate leadership and gain executive buy-in. Host education sessions for working teams. Establish continuous collaboration and document, document, document.

» **Champion insights into action.** Look at priorities holistically and across the organization, from the customer's point of view. Communicate and co-create proposed strategies. Assemble your cross-functional team, and create a task force for special projects and programs. Develop a shared vision and communicate the results. Go bigger, broader, and long-term.

WHY FEDERAL GOVERNMENT DEPARTMENTS, AGENCIES, AND PROGRAMS RELY ON FORESEE

ForeSee's predictive customer experience analytics help leaders understand citizen satisfaction, from the citizen perspective; quantify the impact each element of the experience has on satisfaction and future behaviors; and understand where to focus resources for the best return.

Since 2001, ForeSee has been dedicated to improving experiences across the federal government. We measure in-channel experiences, desktop or mobile digital experiences, contact center experiences, in-location satisfaction, and the experience constituents have with email campaigns and social media. With the ultimate objective of omnichannel CX measurement, we have the unique ability to measure the customer journey to understand how one channel influences or contributes to the overall experience. We have a dedicated public sector team that includes senior management, data analysts, usability specialist, and local support in Washington, D.C. We are honored to serve you and our nation in this way.

ABOUT

ABOUT THE AUTHOR

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® CX Suite allows companies to manage all of their customer experience needs from one place, capture the entire customer journey, and prioritize their most critical CX issues. Clients include more than 2,000 organizations worldwide — in government, retail, financial services, and other industries — that have transformed their VOC programs into a strategic business discipline that delivers economic impact. Founded in 2001, ForeSee is headquartered in Ann Arbor, MI and has offices in New York, San Francisco, Mountain View, St. Louis, Cleveland, Vancouver, London, and Washington D.C. For more information, visit www.foresee.com.