

**FORESEE**



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# **THE FORESEE E-GOVERNMENT SATISFACTION INDEX (Q1 2015)**

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## ABOUT THIS REPORT

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The ForeSee E-Government Satisfaction Index is a comprehensive reflection of the citizen experience with federal government websites, and it serves as a critical checkpoint for evaluating the success and performance of the federal government's online initiatives. More than 250,000 responses were collected across the 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 then enables agency leaders to determine which website and mobile site and app improvements will have the greatest impact on future usage and recommendations.

## MEASURE TO IMPROVE PERFORMANCE

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For more than 20 years, since the enactment of the Government Performance and Results Act of 1993 (GPRA), which required federal agencies to set goals, measure performance and publish plans for improvement, the federal government has been grappling with tactics and strategies to improve the customer service delivered to citizens. Over that period, three administrations have tried to get their arms wrapped around the ideas and concepts of performance improvement. As a result, many of this report's readers are in the position of being held accountable for the steps they will take to improve the overall citizen ("customer") experience.

So what is really meant by performance? Being in the Ann Arbor area and close to Detroit, I have to throw in the car analogy. Performance is often measured by what happened in the past, our view through the rearview mirror. In contrast, performance improvement comes from leveraging indicators to steer where we are going.

In a recent discussion with Michael Messinger, former Senior Advisor to the Director of the Voice of America and Performance Manager working for the Associate Director for Performance at the Office of Management and Budget, he told me, "Too many agency managers are focused on outputs versus outcomes. The outputs are typically from the organization's point of view, often answering the question, *how many?* That's bean counting. When leaders focus on the desired outcomes of a customer experience and what's driving the satisfaction of that experience, they have a better idea of where to invest limited time, money and resources."

In last quarter's ForeSee E-Government Satisfaction Index, I outlined seven steps to a successful customer service effort. As a refresher, the seven steps outlined were:

1. Identify Who Your Customers Are
2. Actively Listen to Your Customers
3. Follow Your Customer's Journey
4. Establish Customer Service Standards
5. Gain Internal Adoption
6. Measure
7. Champion Customer Experience Insights into Action

For this report, I want to discuss #6: Measure. Looking back at the Total Quality Management (TQM) days, you cannot manage what you do not measure. And since this is a commentary on the status of e-government, I want to discuss the measurement of digital channels.

For years, ForeSee's research has revealed that citizens want to get information from their government through digital channels. Reasons include 24x7x365 availability, consistency of information, convenience and accessing information anytime from any device. For the government, a big benefit is the cost-savings in delivering information more efficiently online instead of through a contact center or branch office.

Because the term "performance measurement" can be used loosely, it's important to understand how to truly measure a digital channel experience. What it comes down to is finding the proper measurement technology to deliver intelligent information that allows directors and managers to make the right decisions that will improve their entities' status with the American people and earn the necessary funding to excel.

Many times when visiting with agency leaders and digital managers, I find that the discussions center on feedback and surveys to get visitors' opinions. Herein lies the problem: There sometimes is a misconception about asking citizens to provide feedback through an opt-in mechanism and measuring the actual customer experience. There is a critical difference between feedback and measurement, and it really comes down to being reactive versus proactive.

Feedback is necessary and important and can do some good because it offers some insights you can and should react to (broken links, images not rendering, missing pages, etc.). However, it's often easier to react to complaints than it is to proactively identify and measure big-picture needs. ForeSee data consistently shows that people are more likely to speak up when they have a bad experience, less likely when they have a good experience and hardly ever when they're somewhere in the middle.

This means that a silent majority is going unheard. This expansive group can quietly undermine an organization's online performance if its expectations and needs, the basis of customer satisfaction, are not met.

With feedback, you can certainly identify some of the major issues going on and identify some of the successes as well. The problem comes when you try to use feedback (and feedback alone) to manage your priorities. It then becomes a matter of managing to the ends of the spectrum, where the angry squeaky wheels and die-hard loyalists start dictating strategies, rather than the middle—the masses. On the other hand, the voice of the masses, if listened to, can direct agency leaders to make informed decisions that will make their sites and apps more citizen-centric.

Being proactive is really essential if government agencies truly want to increase performance levels. If they wait for feedback, they run the risk of losing engagement with and the trust of citizens, because their expectations and needs are not being met.

Budgets are often an issue that results in digital managers turning to simple survey solutions to just ask a few questions to citizens about a particular experience. The use of a simplistic survey also has its place in the digital measurement ecosystem, especially when you want to get quick directional information about a new program or a recent event. The concern is when managers are using a short, simple survey as a proxy for true measurement. Often, shorter surveys don't provide actionable data that helps managers and senior leadership improve citizen engagement.

Using a scientific and predictive survey technology is an essential step in measuring the citizen experience. It's critical to:

- » Take steps to ensure that recipients of the survey are as representative as possible. This is the first step toward having a useful system of metrics.
- » Understand what drives citizen satisfaction and what the likely outcome is from the online experience (participate in the future, use as a primary source, trust, return, recommend, etc.).
- » Understand the relationship between the drivers of satisfaction, overall satisfaction, future behaviors and financial success. It is great to understand what happened yesterday and what is happening today, but it's essential to know what improvements to make and what impact they are likely to have on tomorrow's success. This is not an easy task, but it is the key to turning voice of citizen into actionable information.

With more and more satisfaction "methodologies" sprouting up every day, it is important to keep in mind that simple, single-item measures lack the reliability and sensitivity for making improvements that multi-item measures deliver. Although simple survey tactics are easy to implement and administer, they are not suitable for measuring multifaceted attitudinal constructs needed to make real improvements on citizens' experiences.

Using a credible, reliable, precise, accurate, actionable and predictive methodology can show agency managers how their digital channels are performing in the eyes of citizens. Better yet, it prescribes where improvements should be made and illustrates the likely outcomes those improvements will yield before limited time, money and resources are allocated to those efforts.

With stringent budgets and fragile citizen sentiment, it's imperative that federal government agencies measure correctly and continuously with a proven analytics methodology to gain the actionable insights needed to improve and succeed in the eyes of the American people.

## **E-GOVERNMENT DOWN SLIGHTLY**

The first ForeSee E-Government Satisfaction Index for 2015 dropped slightly, coming in with an aggregate score of 74.7 versus 75.1 in Q4 2014. This is the 47<sup>th</sup> consecutive quarter that ForeSee has reported on the state of e-government, beginning in the third quarter of 2003.

ForeSee measures satisfaction on a 0–100 scale, with scores 80 and above recognized as the threshold of excellence (highly satisfied visitors) and scores below 70 revealing much room for improvement (dissatisfied). ForeSee customers have the ability to compare how they are doing relative to their peers and, most important, how their channels are performing over time. Scores in this quarter's index range from 55 to 90. We often applaud the efforts of the high-scoring sites, but we should recognize all agencies and departments for being sensitive to the fact that the customer experience is more important than ever before and that measurement is the first step toward improvement.

ForeSee measures the digital experience for nearly 300 web and mobile sites. The E-Government Satisfaction Index is a measurement of more than 100 sites whose leaders volunteer to be transparent and share their scores. Some additional details on this quarter's index include the following:

- » Citizens will provide their opinion. More than 250,000 responses were collected for this first-quarter Index. This demonstrates that citizens are willing and able to provide feedback on government websites to help agencies and departments, with the use of ForeSee's technology, 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 74.7 versus 64.4 for overall government, according to the *ACSI Federal Government Report 2014*.\*
- » Highlighting the sites with stellar performance, Social Security Administration once again leads the pack. Extra Help with Medicare Prescription Drug Plan Costs ([socialsecurity.gov/i1020](http://socialsecurity.gov/i1020)) and SSA Retirement Estimator ([ssa.gov/estimator](http://ssa.gov/estimator)) both came in with a 90 for the quarter.
- » SSA is not the only organization meeting or exceeding the excellence threshold. Thirty sites (30%) have scores of 80 or higher.
- » Top gainers for the quarter include Office of Justice Programs ([ojp.gov](http://ojp.gov)), Disability.gov from Department of Labor, National Institute of Dental and Craniofacial Research, and U.S. Mint Online Catalog and main website.

## WHY DOES SATISFACTION MATTER?

If agencies can deliver a satisfactory experience, the likelihood of desired outcomes is increased. For example, for this quarter's index, highly satisfied website visitors were 84% more likely to use the website as a primary resource (versus a more costly channel like the contact center) and 88% more likely to put their trust behind the agency. For mobile, those who were highly satisfied with their experience were 62% more likely to return to the site or app and a whopping 93% more likely to recommend the site or app!

If you're responsible for the digital channel, you're probably interested in what's driving satisfaction. Navigation and search are top drivers of satisfaction in this quarter's index, followed closely by functionality, look and feel, and online transparency. It's important to note that online transparency (providing thorough, easy-to-find information on a site) has been proven to be a driver of increased trust in the agency. Each site is different, so it's key to prioritize improvements that will have the greatest impact on satisfaction for your site in order to drive the outcomes your organization desires.

Thank you for taking the time to review the ForeSee E-Government Index for this first quarter of 2015. At ForeSee, we continue to be committed to federal government organizations in their continued efforts to deliver customer service excellence.

Best,

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## HOW E-GOVERNMENT IS PERFORMING OVERALL

ForeSee has been measuring e-government since the third quarter of 2003, when the average score was 70. The lowest the score has been during this time is 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 Satisfaction Index.

**FIGURE 1**

	Q1 2015	Q4 2014	Q3 2014	Q2 2014
Number of Sites Measured	101	100	105	103
Number of Responses Collected	250,341	221,250	273,000	234,600
Average E-Government Satisfaction Score (Out of 100)	74.7	75.1	75	74.8
Highest Satisfaction Score	90	90	90	90
Lowest Satisfaction Score	55	56	54	52
Number of E-Government Sites Achieving "Excellent" Rating (80 or Higher)	30 (30%)	31 (31%)	33 (31%)	34 (33%)
Number of E-Government Sites Rated 69 or Below	24 (24%)	21 (21%)	22 (21%)	23 (22%)



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 blue text represent those that have reached or exceeded a score of 80, the threshold for excellence in this study. Later pages of this report show scores by category.

**FIGURE 2**

Q1 2015 E-Government Satisfaction Scores		
Department	Website	Satisfaction
SSA	Extra Help with Medicare Prescription Drug Plan Costs— <a href="https://www.socialsecurity.gov/i1020">socialsecurity.gov/i1020</a>	90
SSA	SSA Retirement Estimator— <a href="https://www.ssa.gov/estimator">ssa.gov/estimator</a>	90
HHS	MedlinePlus en español— <a href="https://www.medlineplus.gov/esp">medlineplus.gov/esp</a>	88
HHS	MedlinePlus— <a href="https://www.medlineplus.gov">medlineplus.gov</a>	88
SSA	SSA iClaim— <a href="https://www.socialsecurity.gov/applyonline">socialsecurity.gov/applyonline</a>	88
Treasury	Electronic Federal Tax Payment System— <a href="https://www.eftps.com">eftps.com</a>	87
SSA	SSA - my Social Security	87
NIH	National Institute on Aging - Go4Life— <a href="https://www.go4life.nia.nih.gov">go4life.nia.nih.gov</a>	84
SSA	Social Security Business Services Online— <a href="https://www.ssa.gov/bsowelcome.htm">ssa.gov/bsowelcome.htm</a>	84

## Q1 2015 E-Government Satisfaction Scores (continued from page 7)

Department	Website	Satisfaction
DHS	U.S. Citizenship and Immigration Services Resource Center— <a href="http://uscis.gov/portal/site/uscis/citizenship">uscis.gov/portal/site/uscis/citizenship</a>	84
HHS	AIDSinfo— <a href="http://aidsinfo.nih.gov">aidsinfo.nih.gov</a>	83
Boards, Commissions, and Committees	American Battle Monuments Commission— <a href="http://abmc.gov">abmc.gov</a>	83
HHS	National Institute of Dental and Craniofacial Research— <a href="http://nidcr.nih.gov">nidcr.nih.gov</a>	83
CIA	Recruitment website— <a href="http://cia.gov/careers">cia.gov/careers</a>	83
DHS	U.S. Citizenship and Immigration Services Español— <a href="http://uscis.gov/portal/site/uscis-es">uscis.gov/portal/site/uscis-es</a>	83
SEC	U.S. Securities and Exchange Commission— <a href="http://investor.gov">investor.gov</a>	83
HHS	CDC main website— <a href="http://cdc.gov">cdc.gov</a>	82
DOD	DoD Navy— <a href="http://navy.mil">navy.mil</a>	82
HHS	National Cancer Institute Site en Español— <a href="http://cancer.gov/espanol">cancer.gov/espanol</a>	82
DOC	National Geodetic Survey, National Oceanic and Atmospheric Administration website— <a href="http://ngs.noaa.gov">ngs.noaa.gov</a>	82
HHS	National Women's Health Information Center (NWHIC) main website— <a href="http://womenshealth.gov">womenshealth.gov</a>	82
HHS	NIAMS public website— <a href="http://niams.nih.gov">niams.nih.gov</a>	82
SSA	SSA.gov iClaim – Disability— <a href="http://ssa.gov/applyfordisability">ssa.gov/applyfordisability</a>	82
HHS	HHS Healthy People— <a href="http://Healthypeople.gov">Healthypeople.gov</a>	81
NASA	NASA main website— <a href="http://nasa.gov">nasa.gov</a>	81
HHS	National Cancer Institute main website— <a href="http://cancer.gov">cancer.gov</a>	81
HHS	National Library of Medicine Genetics Home Reference website— <a href="http://ghr.nlm.nih.gov">ghr.nlm.nih.gov</a>	81
DOC	NOAA NWS— <a href="http://weather.gov">weather.gov</a>	81
DOI	National Park Service main website— <a href="http://nps.gov">nps.gov</a>	80
HHS	NIDDK— <a href="http://www2.niddk.nih.gov">www2.niddk.nih.gov</a>	80
DOJ	FBI main website— <a href="http://fbi.gov">fbi.gov</a>	79
HHS	National Institute of Allergy and Infectious Diseases— <a href="http://www3.niaid.nih.gov">www3.niaid.nih.gov</a>	79
HHS	SAMHSA Store— <a href="http://store.samhsa.gov">store.samhsa.gov</a>	79
NRC	U.S. Nuclear Regulatory Commission website— <a href="http://nrc.gov">nrc.gov</a>	79
PBGC	MyPBA— <a href="https://egov.pbgc.gov/mypba">https://egov.pbgc.gov/mypba</a>	78
DOJ	National Institute of Justice— <a href="http://nij.gov">nij.gov</a>	78
DOS	Recruitment website— <a href="http://careers.state.gov">careers.state.gov</a>	78
HHS	National Library of Medicine main website— <a href="http://nlm.nih.gov">nlm.nih.gov</a>	77
HHS	Agency for Healthcare Research and Quality— <a href="http://ahrq.gov">ahrq.gov</a>	76
DOD	DoD Air Force— <a href="http://af.mil">af.mil</a>	76
DOD	DoD Marines— <a href="http://marines.mil">marines.mil</a>	76
DOT	Federal Aviation Administration— <a href="http://faa.gov">faa.gov</a>	76
NIST	National Institute of Standards and Technology main website— <a href="http://nist.gov">nist.gov</a>	76
OPM	Recruitment website— <a href="http://applicationmanager.gov">applicationmanager.gov</a>	76





## Q1 2015 E-Government Satisfaction Scores (continued from page 8)

Department	Website	Satisfaction
SBA	SBA main website—sba.gov	76
SSA	SSA iAppeals—Disability Appeal—ssa.gov/disabilityssi/appeal.html	76
DOL	Bureau of Labor Statistics—bls.gov	75
DOJ	Office of Justice Programs—crimesolutions.gov	75
USDA	Recreation One-Stop—recreation.gov	75
OPM	Recruitment website—usajobs.gov	75
SSA	Social Security Online main website—socialsecurity.gov	75
HHS	U.S. Food and Drug Administration main website—fda.gov	75
DOI	U.S. Geological Survey—usgs.gov	75
Treasury	U.S. Mint Online Catalog and main website—usmint.gov	75
DOS	Bureau of Consular Affairs—travel.state.gov	74
GAO	GAO main public website—gao.gov	74
GSA	GSA main website—gsa.gov	74
DOJ	National Criminal Justice Reference Service—ncjrs.gov	74
DOJ	Office of Juvenile Justice and Delinquency Prevention—ojjdp.gov	74
FTC	FTC Complaint Assistant website—ftccomplaintassistant.gov	73
FTC	FTC main website—ftc.gov	73
DOJ	Office of Justice Programs—ojp.gov	73
DHS	U.S. Citizenship and Immigration Services—uscis.gov/portal/site/uscis	73
DOT	U.S. Department of Transportation—fhwa.dot.gov	73
PBGC	U.S. PBGC main website—pbgc.gov	73
HHS	ClinicalTrials.gov—clinicaltrials.gov	72
DOD	Department of Defense portal—defense.gov	72
USDA	ERS main website—ers.usda.gov	72
HHS	HHS National Health Information Center—Healthfinder.gov	72
DHS	U.S. Citizenship and Immigration Services—uscis.gov/e-verify	72
ITC	U.S. International Trade Commission main website—usitc.gov	72
FDIC	FDIC main website—fdic.gov	71
USDA	FSIS main website—fsis.usda.gov	71
HHS	SAMHSA website—samhsa.gov	71
FDIC	FDIC Applications—www2.fdic.gov	70
GSA	GSA Auctions—gsaauctions.gov	70
SEC	U.S. Securities and Exchange Commission—sec.gov	70
DOS	Department of State blog website—blogs.state.gov	69
DOS	Department of State main website—state.gov	69

## Q1 2015 E-Government Satisfaction Scores (continued from page 9)

Department	Website	Satisfaction
Treasury	Making Home Affordable—makinghomeaffordable.gov	69
EPA	U.S. Environmental Protection Agency—epa.gov	69
DOC	BEA main website—bea.gov	68
DOC	NOAA Fisheries—nmfs.noaa.gov	68
USDA	NRCS website—nrcs.usda.gov	68
DOJ	Bureau of Justice Statistics—bjs.gov	67
HHS	Health Resources and Services Administration main website—hrsa.gov	66
Treasury	IRS main website—irs.gov	66
DOC	U.S. Census Bureau main website—census.gov	66
DOE	U.S. Department of Education—ed.gov	66
DOT	DOT Research and Innovative Technology Administration website—rita.dot.gov	65
NARA	NARA main public website—archives.gov	65
Treasury	Treasury main website—treasury.gov	65
DOT	Federal Railroad Administration main website—fra.dot.gov	64
USDA	Forest Service main website—fs.usda.gov	63
DOC	U.S. Patent and Trademark Office—uspto.gov	63
DOL	Disability—Disability.gov	62
DOD	TRICARE—tricare.mil	61
HHS	HHS—grants.gov	56
Treasury	TreasuryDirect—treasurydirect.gov	56
VA	VA main website—va.gov	56
DOT	Federal Motor Carrier Safety Administration main website—fmcsa.dot.gov	55



## TOP GAINERS

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 they 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
DOJ	Office of Justice Programs—ojp.gov	7
DOL	Disability—Disability.gov	6
HHS	National Institute of Dental and Craniofacial Research—nidcr.nih.gov	5
Treasury	U.S. Mint Online Catalog and main website—usmint.gov	5
DOJ	Bureau of Justice Statistics—bjs.gov	4
GSA	GSA main website—gsa.gov	4
HHS	National Institute of Allergy and Infectious Diseases—www3.niaid.nih.gov	4
NRC	U.S. Nuclear Regulatory Commission website—nrc.gov	4



## SATISFACTION BY WEBSITE FUNCTIONAL 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. Because the career and recruitment category consists only of three websites, an average isn't calculated for it.

### Federal E-Commerce and Transactional Websites

FIGURE 4

	Q1 2015	Q4 2014	Q3 2014	Q2 2014
Aggregate Satisfaction Score (100-point scale)	79	79	80	79

#### Federal E-Commerce and Transactional Websites

Department	Website	Satisfaction
SSA	Extra Help with Medicare Prescription Drug Plan Costs— <a href="https://socialsecurity.gov/i1020">socialsecurity.gov/i1020</a>	90
SSA	SSA Retirement Estimator— <a href="https://ssa.gov/estimator">ssa.gov/estimator</a>	90
SSA	SSA iClaim— <a href="https://socialsecurity.gov/applyonline">socialsecurity.gov/applyonline</a>	88
Treasury	Electronic Federal Tax Payment System— <a href="https://eftps.com">eftps.com</a>	87
SSA	SSA - my Social Security	87
SSA	Social Security Business Services Online— <a href="https://ssa.gov/bso/bsowelcome.htm">ssa.gov/bso/bsowelcome.htm</a>	84
SSA	SSA.gov iClaim – Disability— <a href="https://ssa.gov/applyfordisability">ssa.gov/applyfordisability</a>	82
HHS	SAMHSA Store— <a href="https://store.samhsa.gov">store.samhsa.gov</a>	79
PBGC	MyPBA— <a href="https://egov.pbgc.gov/mypba">https://egov.pbgc.gov/mypba</a>	78
SSA	SSA iAppeals – Disability Appeal— <a href="https://ssa.gov/disabilityssi/appeal.html">ssa.gov/disabilityssi/appeal.html</a>	76
USDA	Recreation One-Stop— <a href="https://recreation.gov">recreation.gov</a>	75
Treasury	U.S. Mint Online Catalog and main website— <a href="https://usmint.gov">usmint.gov</a>	75
FTC	FTC Complaint Assistant website— <a href="https://ftccomplaintassistant.gov">ftccomplaintassistant.gov</a>	73
GSA	GSA Auctions— <a href="https://gsaauctions.gov">gsaauctions.gov</a>	70
Treasury	TreasuryDirect— <a href="https://treasurydirect.gov">treasurydirect.gov</a>	56



## Federal News and Information Websites

**FIGURE 5**

	Q1 2015	Q4 2014	Q3 2014	Q2 2014
Aggregate Satisfaction Score (100-point scale)	74	75	75	75

  

Federal News and Information Websites		
Department	Website	Satisfaction
HHS	MedlinePlus en español—medlineplus.gov/esp	88
HHS	MedlinePlus—medlineplus.gov	88
NIH	National Institute on Aging - Go4Life—go4life.nia.nih.gov	84
DHS	U.S. Citizenship and Immigration Services Resource Center—uscis.gov/portal/site/uscis/citizenship	84
HHS	AIDSinfo—aidsinfo.nih.gov	83
Boards, Commissions, and Committees	American Battle Monuments Commission—abmc.gov	83
SEC	U.S. Securities and Exchange Commission—investor.gov	83
DOD	DoD Navy—navy.mil	82
HHS	National Cancer Institute Site en Español—cancer.gov/espanol	82
DOC	National Geodetic Survey, National Oceanic and Atmospheric Administration website—ngs.noaa.gov	82
HHS	National Women's Health Information Center (NWHIC) main website—womenshealth.gov	82
HHS	HHS Healthy People—Healthypeople.gov	81
HHS	National Library of Medicine Genetics Home Reference website—ghr.nlm.nih.gov	81
DOC	NOAA NWS—weather.gov	81
HHS	NIDDK—www2.niddk.nih.gov	80
HHS	National Institute of Allergy and Infectious Diseases—www3.niaid.nih.gov	79
NRC	U.S. Nuclear Regulatory Commission website—nrc.gov	79
DOJ	National Institute of Justice—nij.gov	78
HHS	Agency for Healthcare Research and Quality—ahrq.gov	76
DOD	DoD Air Force—af.mil	76
DOD	DoD Marines—marines.mil	76
DOT	Federal Aviation Administration—faa.gov	76
DOL	Bureau of Labor Statistics—bls.gov	75
DOJ	Office of Justice Programs—crimesolutions.gov	75
DOI	U.S. Geological Survey—usgs.gov	75
DOS	Bureau of Consular Affairs—travel.state.gov	74
DOJ	National Criminal Justice Reference Service—ncjrs.gov	74
DOJ	Office of Juvenile Justice and Delinquency Prevention—ojjdp.gov	74

## Federal News and Information Websites (continued from page 13)

Department	Website	Satisfaction
DOJ	Office of Justice Programs—ojp.gov	73
DOT	U.S. Department of Transportation—fhwa.dot.gov	73
HHS	ClinicalTrials.gov—clinicaltrials.gov	72
USDA	ERS main website—ers.usda.gov	72
HHS	HHS National Health Information Center—Healthfinder.gov	72
DHS	U.S. Citizenship and Immigration Services—uscis.gov/e-verify	72
USDA	FSIS main website—fsis.usda.gov	71
FDIC	FDIC Applications—www2.fdic.gov	70
SEC	U.S. Securities and Exchange Commission—sec.gov	70
DOS	Department of State blog website—blogs.state.gov	69
Treasury	Making Home Affordable—makinghomeaffordable.gov	69
DOC	BEA main website—bea.gov	68
DOC	NOAA Fisheries—nmfs.noaa.gov	68
USDA	NRCS website—nrsc.usda.gov	68
DOJ	Bureau of Justice Statistics—bjs.gov	67
HHS	Health Resources and Services Administration main website—hrsa.gov	66
DOC	U.S. Census Bureau main website—census.gov	66
DOT	DOT Research and Innovative Technology Administration website—rita.dot.gov	65
USDA	Forest Service main website—fs.usda.gov	63
DOD	TRICARE—tricare.mil	61
HHS	HHS—grants.gov	56
DOT	Federal Motor Carrier Safety Administration main website—fmcsa.dot.gov	55



## Federal Portals and Department Main Websites

**FIGURE 6**

	Q1 2015	Q4 2014	Q3 2014	Q2 2014
Aggregate Satisfaction Score (100-point scale)	73	73	72	72

  

Federal Portals and Department Main Websites		
Department	Website	Satisfaction
HHS	National Institute of Dental and Craniofacial Research—nidcr.nih.gov	83
DHS	U.S. Citizenship and Immigration Services Español—uscis.gov/portal/site/uscis-es	83
HHS	CDC main website—cdc.gov	82
HHS	NIAMS public website—niams.nih.gov	82
NASA	NASA main website—nasa.gov	81
HHS	National Cancer Institute main website—cancer.gov	81
DOI	National Park Service main website—nps.gov	80
DOJ	FBI main website—fbi.gov	79
HHS	National Library of Medicine main website—nlm.nih.gov	77
NIST	National Institute of Standards and Technology main website—nist.gov	76
SBA	SBA main website—sba.gov	76
SSA	Social Security Online main website—socialsecurity.gov	75
HHS	U.S. Food and Drug Administration main website—fda.gov	75
GAO	GAO main public website—gao.gov	74
GSA	GSA main website—gsa.gov	74
FTC	FTC main website—ftc.gov	73
DHS	U.S. Citizenship and Immigration Services—uscis.gov/portal/site/uscis	73
PBGC	U.S. PBGC main website—pbgc.gov	73
DOD	Department of Defense portal—defense.gov	72
ITC	U.S. International Trade Commission main website—usitc.gov	72
FDIC	FDIC main website—fdic.gov	71
HHS	SAMHSA website—samhsa.gov	71
DOS	Department of State main website—state.gov	69
EPA	U.S. Environmental Protection Agency—epa.gov	69
Treasury	IRS main website—irs.gov	66
DOE	U.S. Department of Education—ed.gov	66
NARA	NARA main public website—archives.gov	65
Treasury	Treasury main website—treasury.gov	65
DOT	Federal Railroad Administration main website—fra.dot.gov	64

**Federal Portals and Department Main Websites** *(continued from page 15)*

Department	Website	Satisfaction
DOC	U.S. Patent and Trademark Office—uspto.gov	63
DOL	Disability—Disability.gov	62
VA	VA main website—va.gov	56





## Federal Career and Recruitment Websites

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. Because this category consists only of four websites, an average isn't calculated.

**FIGURE 7**

Federal Career and Recruitment Websites		
Department	Website	Satisfaction
CIA	Recruitment website—cia.gov/careers	83
DOS	Recruitment website—careers.state.gov	78
OPM	Recruitment website—applicationmanager.gov	76
OPM	Recruitment website—usajobs.gov	75



## SATISFACTION WITH MOBILE SITES AND APPS

With more and more citizens wanting to gain 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.

Figure 8 shows the average aggregate Satisfaction score for the government’s mobile sites and apps for the last 12 months, as well as how the scores from this relatively new index compare with scores from other indexes.

**FIGURE 8**



## 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 citizens may take in the future.

For example, Figure 9 shows the range of Satisfaction this quarter for each measured future behavior. Here, a “Recommend Site” likelihood score of 103% indicates that a highly satisfied website visitor is 103% more likely than a less-satisfied visitor to recommend the website.

**FIGURE 9**

Why Satisfaction Matters: Websites				
	Highly Satisfied Citizens (80+)	Dissatisfied Citizens (< 70)	Likelihood Scores	The Impact of Higher Website Satisfaction
Future Participation	63	43	45%	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	97	62	55%	Government departments and agencies have an ongoing channel to provide information and services to citizens efficiently and relatively inexpensively.
Recommend Site	96	47	103%	Use of government websites will grow as citizens recommend them to their friends, family and colleagues.
Use Site as Primary Resource	93	51	84%	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	88	47	88%	Citizens believe the agency is trustworthy and acting in their best interests, which fosters faith in the democratic process.
Why Satisfaction Matters: Mobile Sites and Apps				
	Highly Satisfied Citizens (80+)	Dissatisfied Citizens (< 70)	Likelihood Scores	The Impact of Higher Mobile Sites and Apps Satisfaction
Recommend Site or App	95	49	93%	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	97	60	62%	Government departments and agencies have an ongoing channel to provide information and services to citizens efficiently and relatively inexpensively.



If federal government agencies focus on improving the priority areas for their websites and 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 10 shows the priority elements identified in the most recent Index.

**FIGURE 10**

Common Elements of the Website Experience		
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
Functionality	The usefulness, convenience and variety of online features and tools available on the website.	Priority 3
Look and Feel	The visual appeal of the site and its consistency throughout the site.	Priority 3
Online Transparency	How thoroughly, quickly and accessibly 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
Site Performance	The speed, consistency and reliability of loading pages on the website.	Priority 3

  

Common Elements of the Mobile Site or App Experience		
Element	What It Measures	Priority for Improvement
Navigation	The organization of the site and options for navigation.	Priority 1 = Top Priority
Site Information	The accuracy, quality and freshness of news, information and content on the mobile site.	Priority 1 = Top Priority
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



## WHY GOVERNMENT AGENCIES RELY ON FORESEE

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Today, there are more ways than ever for the public sector 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 and deliver 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 and a more effective government.

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.

## ABOUT THE AUTHOR

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**Dave Lewan** is responsible for managing the organization focused on the public sector, including federal and state government departments and agencies, non-profit organizations, associations and higher education institutions. He is charged with defining strategy and leveraging internal resources to initiate new business opportunities while delivering to existing ForeSee public-sector clients. Dave is also responsible for ForeSee's Canadian business and cxMeasure for Stores in the private sector. Over the past 25 years, Dave has led organizations in a number of different areas including sales, marketing, product management, operations and technology. Prior to joining ForeSee in 2009, Dave held leadership roles at ADP, SalesLogix, Ultimate Software and Ceridian. Dave graduated from the University of Minnesota with a degree in speech communications.

## ABOUT FORESEE

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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.