

# **Department of Homeland Security**



# **Customer Service Plan**

**October 24, 2011**

**Revised November 15, 2011**

### Executive Summary

The Department of Homeland Security (DHS) has a vital mission: to lead efforts to achieve a safe, secure, and resilient homeland. This requires the dedication of more than 240,000 employees in jobs that range from aviation and border security to emergency response, from cybersecurity analysts to chemical facility inspectors. Our duties are wide-ranging, but our goal is clear - keeping America safe, secure, and resilient.

To fulfill this mission, DHS employees interact with members of the public on a daily basis. DHS's mission is diverse and consequently, so too are the customers that it serves. As required by Executive Order 13571, *Streamlining Service Delivery and Improving Customer Service*, DHS has developed this Customer Service Plan. The Plan's purpose is to highlight efforts currently underway that will improve DHS's customer service, while strengthening security. It does not include all of DHS's efforts to improve customer service, but provides a sample of the types of initiatives that are being pursued across the Department. This includes:

- Using technology to focus on pre-screening of individuals who volunteer information about themselves prior to flying in order to expedite the traveling experience generally;
- Using mobile applications to disseminate information in times of a disaster; and
- Centralizing information and making it more easily accessible to non-citizens seeking to study in the United States and to the institutions that will host these individuals.
- Modernizing our enterprise public web capabilities to improve the customer experience, which we call our One-DHS web initiative.

SIGNATURE INITIATIVE: RISK-BASED SECURITY
<p><b>Overview:</b> The Transportation Security Administration (TSA) is undertaking efforts to enhance security and focus its resources by applying new risk-based, intelligence driven security procedures and enhancing its use of technology, while also improving the passenger experience at security checkpoints. TSA is piloting several technology and process adjustments to enable expedited screening of known travelers. By using technology that helps identify passengers as low-risk and providing expedited physical screening, TSA can allocate personnel and technology resources towards unknown or high-risk passenger screening while improving the passenger experience for the traveling public. During the pilot, certain frequent fliers and certain members of CBP's Trusted Traveler programs, including members of Global Entry, SENTRI, and NEXUS, who are U.S. citizens, will be eligible to participate in this pilot, which could qualify them for expedited screening. All eligible frequent flyers and CBP Trusted Traveler participants must opt in to the program to be eligible for expedited screening. TSA continues to enhance its layered security approach through state-of-the-art technologies, expanded use of existing and proven technology, better passenger identification techniques and other developments that will</p>

continue to strengthen aviation security. TSA will always incorporate random and unpredictable security measures and no individual will be guaranteed expedited screening.

**Key Customer Groups:** TSA's intelligence-driven, risk-based approach to security will continue to focus resources to provide the most effective security in the most efficient way possible while improving the passenger experience at security checkpoints. One component of risk-based security, TSA PreCheck, focuses on pre-screening individuals who volunteer information about themselves prior to flying in order to potentially expedite the travel experience. Screening will be expedited for eligible passengers who opt to participate and who are assessed by TSA as low-risk; in the initial pilot period, certain frequent flyers and CBP Trusted Traveler participants are eligible.

**Challenges:** For the initial pilot, select airlines with flights departing out of select cities are included. Also, since TSA will always incorporate random and unpredictable security measures, it must overcome misperceptions that all eligible participants are guaranteed expedited screening.

**Featured Actions:**

1. Secure Flight technology enhancements--Secure Flight will expand its vetting capabilities to prescreen and vet passengers and apply intelligence-driven rules and random measures as part of its layered approach to security.
2. Credential Authentication Technology/Boarding Pass Scanning System (CAT/BPSS)--CAT/BPSS scanners will allow TSA to automatically verify both passenger identification documents and boarding passes, further enhancing security. CAT/BPSS will help facilitate identity based screening, while making the checkpoint process more effective and efficient.

**SERVICE 1: SMART PHONE APPLICATIONS TO IMPROVE COMMUNICATION WITH PUBLIC DURING DISASTER RESPONSE**

*Federal Emergency Management Agency*

**Overview:** Information dissemination before, during and after a natural disaster or terrorist attack is vital to effective preparation and response. The Federal Emergency Management Agency (FEMA) has begun to leverage the technology of mobile devices to provide valuable information to the public through a smartphone application (app). This application will provide information ranging from emergency preparation checklists to search capabilities to the location of shelters within a 50-mile radius. The smartphone app was launched for Android devices on August 26, 2011 and there are efforts currently underway to make the app available for iPhones and Blackberry version 6 devices. FEMA recognizes that not everyone has cell phones or smartphones, and continues to disseminate information to all citizens through various communication mechanisms.

**Key Customer Groups:** Any individual in the United States in need of preparedness and disaster response information.

**Challenges:** One challenge is to increase public awareness and familiarity with the application.

**SERVICE 2: ASSISTANCE TO INTERNATIONAL STUDENTS WANTING TO RECEIVE A DEGREE IN THE UNITED STATES**

*DHS Office of Academic Engagement*

**Overview:** In September 2011, Department of Homeland Security Secretary Janet Napolitano announced the launch of the Study in the States initiative to streamline the international student visa process for foreign students seeking to study in the United States. This initiative will examine regulatory and process changes, expand public engagement between the government and academia, and enhance coordination between DHS components and partner agencies. It is meant to encourage and streamline the entry for legitimate non-immigrant students so that they can pursue educational and post-graduate opportunities in the U.S.

A key component of the initiative is a new website, <http://studyinthestates.dhs.gov>, that establishes a central online information hub for DHS and its agency partners to provide current and prospective international students with up-to-date information in a streamlined, dynamic, user-friendly format. The information will help students understand the rules and regulations so they maintain legal status. International student offices and school officials' information is also provided for students.

In addition, we will be providing information about school certification – a critical process schools must follow in order to accept international students. Information on the Student and Exchange Visitor System (SEVIS) database and the roll-out of SEVIS II will be available for schools, including answers to how this impacts them, what they need to do to prepare for the new system, etc.

The Study in the States initiative uses technology and social media to improve customer service by providing a central portal for all agencies involved in the international student process. The effort includes:

- Interactive and accessible information, allowing prospective and current students to visually navigate steps of the student visa process on their own *'Road Map to Success.'*
- Links to social media websites, such as Facebook and Twitter, relevant visa requirements and information to international students, exchange visitors, and the academic community.
- A blog with posted videos, public service announcements, relevant news, requirements, helpful tips and success stories.

**Key Customer Groups:** Any individual seeking to pursue a degree in the United States.

**Challenges:** There are more than 500,000 non-immigrant international students and exchange visitors in the United States in a given year and over 35,000 officials at U.S. institutions that serve international students. Educating this vast and diverse group of customers about the U.S. Government requirements is a challenge that this initiative will seek to address.

**Key Milestones and Timeline**

Phase one of the website launched on September 16, 2011. Additional features will be included in the next two scheduled phases. The additional phases will introduce the following features:

Phase II (December 2011)

- Translate pages into 5 most common languages of international students
- Searchable database of schools

Phase III (March 2012)

- Instant glossary of terms
- Roadmap to Success
- Instructional videos

**SERVICE 3: ONE-DHS WEB INITIATIVE**

**MODERNIZING OUR ENTERPRISE PUBLIC WEB CAPABILITY TO BETTER SERVE CITIZENS**

*DHS Headquarters Office of CIO and Office of Public Affairs*

**Overview:** Secretary Janet Napolitano’s December 2010 action directive on Web Systems Optimization set DHS on a course for website consolidation to improve the customer experience without decreasing functionality. The web governance operation is informed by the Secretary's Action Directive on Web Systems Optimization. In that directive, her intent is to streamline customer access to DHS services, improve DHS web content management and reduce costs by establishing a strategy for web-content management and web-hosting services through consolidation and centralized hosting of DHS public-facing websites.

DHS has established the One DHS web initiative to improve customer experience and achieve efficiency gains for the enterprise public web.

We will address three high-volume services for improvement:

1. DHS public web consolidation, leveraging technology and innovation
2. Search functionality
3. Customer service standards for web and email/form channels

**Key Customer Groups:**

Because our agency is very diverse, we have found it helpful to look at our audience from the perspective of how frequently they visit our public websites. For the headquarters site, our satisfaction survey asks the question: “Which best describes you? “ There were three possible responses that captured a measure of visit frequency. For the period examined between April 1 and June 30, 2011 1,427 respondents replied. We found that:

- 43 percent of the visitors were new or infrequent (satisfaction score: 67)
- 25 percent were occasional visitors (satisfaction score: 72) and
- 33 percent were frequent or “power” visitors (satisfaction score: 77)

The number of clicks and site layout were their biggest concern. This research informs our choices to make certain that we structure and deliver information that is optimized for everyday visitors, not just power-users.

**Challenges:**

Our federal domain inventory shows we have 301 websites, including 63 top level domains, 150 subdomains and microsities and 80 so-called “dot com” sites that are not on an approved domain, i.e. dot com or dot mil; additionally we also have 8 dot mil sites for the USCG. We have three types of websites: content, applications and login sites. The large number of individual sites makes it difficult for visitors to locate the authoritative content or find the most up-to-date information.

Our approach to consolidation is taking shape in coordination with our Public Web Executive Steering Committee and our DHS Web Council as sites are reviewed. We have a dot gov roadmap for the top-level domains and our planning for the dot com sites and the subdomains and microsities is under development.

We must continue to mature our policy and procedures to achieve results, including developing and implementing management directives and procedures for domain registration and record-keeping. In addition, we need to institute and implement a waiver process for our sites not on approved domains.

A content cleanse to eliminate content that is redundant or out of date is necessary. The scope is large: we inventoried content by document type and found we have approximately 700,000 assets collectively. Pending a delegation of authority, we will implement Google Analytics to better understand our content prior to major migration efforts so we do our work with an understanding of what content is most popular and visited and what content is suitable to be retired.

**Key Milestones and Timeline:**

**Phase One:** Governance and Discovery (complete in 2011)

- Web Council and Executive Steering Committee set up in 2011
- Secretary’s data-call completed in early 2011
- Google Analytics approved for use by Social Media Steering Committee
- Web Council Metrics Committee delivers customer standards for web and web forms/email

**Phase Two: Technology Selection**

- Pilot activity
  - Pilots with FEMA and USCIS to test two CMS platforms (begun in 2011)
  - Deployed Studyinthestates.dhs.gov and restorethegulf.gov in the public cloud
- Web Council Platform Committee to report
  - Draft project plan
  - Draft timeline
- Requirements on enterprise search
  - Identify search pilots
  - USCIS.gov to pilot GSA Search service offering

**Phase Three: Dot Gov Management Reforms**

- Management Directive and procedures review and amendments
- Domain registration business process improvements
- Metrics enhancements and improvements
  - Web standards guide adopted, to include key performance indicators
  - Monthly metrics dashboard established for Web Council and ESC
  - Roadmap for metrics tool adopted

**Phase Four: Eliminate and duplication - content cleanse and consolidation**

- Content cleanse to eliminate redundant and out of date information (Dependency: Google Analytics delegation of authority)
  - Timeline and project plan recommendations
  - Requirements on content cleanse and level of effort analysis
- Taxonomy and Information Architecture
  - Use Google Analytics to establish priorities of users (Dependency: Google Analytics delegation of authority)
  - Use federal domain surveys to determine priorities of business owners
- Consolidation Roadmap
  - Deliver roadmap for top-level domains (2012 and 2013)
  - Implement waiver procedures for dot com sites and adjudicate those sites that are not provided a waiver with a path to a dot gov URL or a consolidation plan into an existing site
  - Develop and execute plan of action for subdomains and microsite review

**Phase Five: Web content management and hosting services strategy approved by ESC (Dependency: our web improvement plan is subject to review by the Federal CIO and Dot Gov Task Force per OMB)**

- Implementation and timeline managed by the Web ESC
  - Target completion for draft platform committee plan is the end of Quarter 2 FY12

- URLs for top level and dot com sites will be scheduled to move to the new web-content and hosting-services platform
  - Subdomain and microsite schedule to be a follow-on activity
  - Plan for URLs not on schedule to move
    - Component may seek a continuation waiver from DHS OPA
    - If there is no waiver, sites will be decommissioned

**SIGNATURE INITIATIVE: RISK-BASED SECURITY**

**Overview:** The Transportation Security Administration (TSA) is undertaking efforts to enhance security and focus its resources by applying new risk-based, intelligence driven security procedures and enhancing its use of technology, while also improving the passenger experience at security checkpoints. TSA will pilot enhancements to Secure Flight prescreening technology that enables expedited screening of known travelers. Through this program, TSA can focus on unknown or high-risk passenger screening while improving the passenger experience for the traveling public. During the pilot certain frequent fliers and certain members of CBP's Trusted Traveler programs, including members of Global Entry, SENTRI, and NEXUS, who are U.S. citizens will be eligible to participate in this pilot, which could qualify them for expedited screening. All eligible frequent flyers and CBP Trusted Traveler members must opt in to the program to be eligible to participate. TSA continues to enhance its layered security approach through state-of-the-art technologies, expanded use of existing and proven technology, better passenger identification techniques and other developments that will continue to strengthen aviation security. TSA will always incorporate random and unpredictable security measures throughout the airport and no individual will be guaranteed expedited screening

**A. Overview**

TSA's intelligence-driven, risk-based approach to security will continue to focus resources to provide the most effective security in the most efficient way possible while improving the passenger experience at security checkpoints.

TSA is conducting pilots throughout FY 2012.

During this pilot, TSA will use pre-screening capabilities to make intelligence-based risk assessments on passengers who voluntarily participate in the program. Eligible participants include certain frequent flyers from Delta Air Lines and American Airlines as well as members of CBP's Trusted Traveler programs, including Global Entry, SENTRI, and NEXUS who are U.S. Citizens and are flying on participating airlines. Eligible passengers may be referred to a lane where they will experience expedited screening. TSA will always incorporate random and unpredictable security measures throughout the airport and no individual will be guaranteed expedited screening. TSA's multi-layered approach to security also includes behavior detection officers, explosives-detection systems, canine teams, and federal air marshals, among other measures both seen and unseen.

Additionally, TSA is modifying its screening procedures for passengers 12 and under to resolve alarms. Specifically, children are permitted to keep on shoes during screening and will be allowed multiple passes through technology such as walk through metal detector in order to resolve alarms. These changes in protocol will ultimately reduce – though not eliminate – pat-downs of children that would have otherwise been conducted to resolve alarms. The purpose of this change is to minimize the impact

of screening measures on children while improving security by allowing TSA officers to better focus their efforts on those who present a higher risk.

After the initial pilots have been evaluated TSA will seek to expand these risk-based security protocols to drive efficiency for TSA and improve the passenger experience.

#### **B. *Impact and Benefits***

Security and operational gains will enhance security, engage external stakeholders to provide improved customer service, and increase operational efficiencies.

Specifically, risk-based security aims to use intelligence and technology to improve:

- *Security Effectiveness*—TSA's first priority is to ensure that the implementation of RBS will improve security across the system, based on the concept of pre-screening to separate passengers by risk levels, and then focusing resources toward higher risk passengers.
- *Passenger Satisfaction* – TSA also seeks to improve overall satisfaction by providing opportunities for known travelers to undergo expedited screening.
- *Operational Efficiency* – TSA will increase productivity in the all checkpoint lanes by implementing an expedited screening process for known passengers.

#### **C. *Risk-Based Security Key Milestones and Timeline***

##### **Q4 FY11**

- Complete Secure Flight technology enhancements and integration with CBP Global Entry to enable identification of low risk passengers through their boarding passes
- Implement new screening protocols for passengers 12 and under

##### **Q1 FY 12**

- Begin expedited screening pilot for known travelers with airline partners at four airports
- Award CAT/BPSS Low Rate of Initial Production Units

##### **Q2 FY 12**

- Expand expedited screening with a new airport partner and at an additional airport

##### **Q3 FY 12**

- Award CAT/BPSS full rate production

##### **Q4 FY 12**

- Additional Secure Flight enhancements deployed to support the expansion of expedited screening

**D. Increase Feedback from Customers**

TSA will solicit feedback from both eligible known travelers and the flying public to inform customer engagement strategies. Feedback mechanisms TSA will pursue include:

- **MyTSA Mobile App**- The MyTSA Mobile App allows passengers to provide airport and checkpoint specific feedback in real time as they travel. This functionality is currently available through the TSA app and will be used to gather feedback for the pilot where expedited screening is available.
- **Talk to TSA Kiosks**- To gather targeted feedback from participants in the pilot, TSA is deploying self-service 'Talk to TSA' kiosks. Customers will be able to quickly and easily share direct feedback with TSA by answering questions as they exit the checkpoint. Kiosks will be deployed as the pilots begin in Q1 FY12.

**E. Adopt Best Practices for Improving Customer Experience**

TSA will focus on internal collaboration and technology as key enablers to improve the customer experience. Best practices TSA will pursue include:

- **One DHS**- As part of the pilot, TSA will partner with CBP to build a Secure Flight interface and enable expedited screening for Global Entry members. By expanding the benefits provided to CBP GE members, DHS is improving service to a key customer segment. Integration with CBP for the pilot will be complete in Q4 FY11.
- **Risk-Based Security Engagement IPT**- In Q2 FY11 TSA established an Integrated Project Team to proactively support risk-based security customer service across all communications channels and stakeholder groups. By regularly convening TSA offices with distinct customer service requirements, TSA is able to proactively design engagement strategies, share lessons learned, and leverage communication materials. This integrated approach will ensure consistency, completeness and responsiveness of communications across diverse stakeholder groups.
- **MyTSA Mobile App**- The MyTSA Mobile App has informational pages and to assist specific passenger segments (examples include: Military Personnel, families traveling with children, and those with special medical needs).

**F. Set, Communicate, and Use Customer Service Metrics and Standards**

TSA is committed to measuring and evaluating performance during the pilot implementation. By partnering with CBP and the airlines, TSA has developed communication strategies to drive participation during the pilot period.

- **Monitoring and Evaluating Key Performance Measures**- Key performance measures for the risk-based security pilots are presented to the TSA Administrator, Deputy Administrator and

Senior Leadership Team on a weekly basis. By tracking key metrics like checkpoint throughput, contact center call volumes and comments, TSA leadership is able to fully evaluate the customer service benefits of risk-based security.

- **Increasing Access to Expedited Screening-** During the pilot period, TSA will drive accessibility of service by partnering with airlines and CBP to provide detailed enrollment and opt in information. TSA will also pass out informational material with smartphone-readable QR codes<sup>®</sup>, contact center information and CBP Global Entry enrollment information at the pilot airports to ensure eligible passengers are able to receive expedited screening.

**G. Streamline Agency Processes to Reduce Costs and Accelerate Delivery**

TSA will use technology to drive improvements in information access as well as drive efficiency.

- **QR Codes<sup>®</sup>** - TSA will include two-dimensional codes readable by barcode readers on smartphones on informational and promotional materials. When the code is scanned, it will automatically direct passengers to a dedicated risk-based security site on the tsa.gov website. TSA will use QR Codes<sup>®</sup> at all pilot airports to address inquiries at the time of travel. Targeted pages on tsa.gov support tailored information delivery with more flexibility and detail than available on current signage. New signage and promotional materials with QR Codes<sup>®</sup> will be deployed to pilot airports in Q1 FY12.

**SERVICE #1: SMART PHONE APP (APPLICATION) TO IMPROVE COMMUNICATION WITH PUBLIC DURING DISASTER RESPONSE**

*Federal Emergency Management Agency*

**Overview:** Information dissemination before, during and after a natural disaster or terrorist attack is vital to effective preparation and response. FEMA has begun to leverage the technology of mobile devices to provide valuable information to the American public through a smartphone application (app). This application will provide information ranging from emergency preparation checklists to search capabilities to the location of shelters within a 50-mile radius. The smartphone app was launched for Android devices on August 26, and there are efforts currently underway to make the app available for iPhones and Blackberry version 6 devices. FEMA recognizes that not everyone has cell phones or smartphones, and continues to disseminate information to all citizens through various communication mechanisms. Version one of this capability has been deployed.

**1. Increase Feedback from Customers**

- The purpose of this tool is to provide information to individuals in need of various types of disaster response. The public is able to provide feedback about the App through email and the FEMA blog.

**2. Adopt Best Practices for Improving Customer Experience**

- The functionality of other smartphone apps and coding best practices has been helpful in shaping the development of the App.

**3. Set, Communicate, and Use Customer Service Metrics and Standards**

- The application will allow users to access information helpful to disaster response, including Disaster Recovery Centers and Shelters.

**4. Streamline Agency Processes to Reduce Costs and Accelerate Delivery**

- Delivery of the FEMA app on a variety of smartphones will allow more users to access valuable information.

- The ability for users to access static information (ie., what to do after a disaster) without the availability of WiFi or a wireless signal allows the public to be informed even if they don't have connectivity.
- The availability of information through a smartphone app has the opportunity to minimize the number of inquiries during a disaster and to provide information in an expedited manner.

**SERVICE #2: ASSISTANCE TO INTERNATIONAL STUDENTS WANTING TO RECEIVE A DEGREE IN THE UNITED STATES**

*DHS Office of Academic Engagement*

**Overview:** In September 2011, Department of Homeland Security Secretary Janet Napolitano announced the launch of the Study in the States initiative streamline the international student visa process for foreign students seeking to study in the United States. This initiative will examine regulatory and process changes, expand public engagement between the government and academia, and enhance coordination between DHS components and partner agencies. It is meant to encourage and facilitate the entry for legitimate non-immigrant students so that they can pursue educational and post-graduate opportunities in the U.S.

A key component of the initiative is a new website, <http://studyinthestates.dhs.gov>, that establishes a central online information hub for DHS and its agency partners to provide current and prospective international students with up-to-date information in a streamlined, dynamic, user-friendly format. The information will help students understand the rules and regulations so they maintain legal status. International student offices and school officials' information is also provided for students.

In addition, we will be providing information about school certification – a critical process schools must follow in order to accept international students. Information on the Student and Exchange Visitor System (SEVIS) database and the roll-out of SEVIS II will be available for schools; including answers to how this impacts them, what they need to do to prepare for the new system, etc.

The Study in the States initiative uses technology and social media to improve customer service by providing a central portal for all agencies involved in the international student process. The effort includes:

- Interactive and accessible information, allowing prospective and current students to visually navigate steps of the student visa process on their own *'Road Map to Success.'*
- Links to social media websites, such as Facebook and Twitter, relevant visa requirements and information to international students, exchange visitors, and the academic community.
- A blog with posted videos, public service announcements, relevant news, requirements, helpful tips and success stories.

**1. Increase Feedback from Customers**

- "Ask a Question" and "Submit A Comment" features will be added in future phases of the site development
- Site analytics will be reviewed weekly to determine the most sought user information and the site will be modified to best reflect user's needs.

**2. Adopt Best Practices for Improving Customer Experience**

- Coordinated, inter-agency cross-marketing campaigns will facilitate timely communication of critical information for website visitors
- DHS will coordinate with partner agencies to assess cultural sensitivity and ease of translation prior to phase two in December 2011

**3. Set, Communicate, and Use Customer Service Metrics and Standards**

- The Department will review website traffic data with the Executive Director of Academic Engagement on a monthly basis to assess trends in use of translated pages to determine their effectiveness
- Upon launch, web analytics will be used to measure and document the increases in web traffic with a target goal of a 20% increase in number of visits to the translated pages each quarter through July 2012
- A weekly social media/ visitor analytics report is compiled and distributed each Friday which will help determine what information should be promoted or new content developed to meet user information needs

**4. Streamline Agency Processes to Reduce Costs and Accelerate Delivery**

- Providing easy access to information will help ensure that students have access to the correct information.

Introducing certain functionality (translatable tables, blogs, a “success Roadmap”, etc) on the site will allow international students more online self-service options and to rely less on call centers and school officials for information on DHS policies and processes.

**SERVICE #3: ONE-DHS WEB INITIATIVE**

**MODERNIZING OUR ENTERPRISE PUBLIC WEB CAPABILITY TO BETTER SERVE CITIZENS**

*DHS Headquarters Office of CIO and Office of Public Affairs*

**Overview:** Secretary Janet Napolitano’s December 2010 action directive on Web Systems Optimization set DHS on a course for website consolidation to improve the customer experience without decreasing functionality. The web governance operation is informed by the Secretary's Action Directive on Web Systems Optimization. In that directive, her intent is to streamline customer access to DHS services, improve DHS web content management and reduce costs by establishing a strategy for web-content management and web-hosting services through consolidation and centralized hosting of DHS public-facing websites.

DHS has established the One DHS web initiative to improve customer experience and achieve efficiency gains for the enterprise public web. We will address three high-volume services for improvement: (1) DHS public web consolidation, leveraging technology and innovation (2) enterprise search functionality and (3) customer service standards for web and email/form channels.

**1. Increase Feedback from Customers**

The Department of Homeland Security (DHS) Enterprise Web Council is leading an effort to establish a common set of standards to measure the performance of Web Services across the enterprise. We plan to adopt a common analytics platform, develop key performance indicators and adopt a web scorecard tool to measure performance going forward.

Ultimately, using the feedback loop through our multi-faceted approach to metrics will help us make improvements to better serve the public and provide better visibility to leadership on our performance. We will be able to access customer needs and expectations and analyze the gap between customer expectations and current agency delivery for our online information and services

- Common Analytics Platform: Plans to Adopt Google Analytics Agency-Wide

Implementing Google Analytics on Department of Homeland Security (DHS) (“the Department”) and Component websites. The Department will use aggregated information provided by Google Analytics to improve Federal services online by conducting measurement and analysis of usage or through customization of the user’s experience. The Department will use aggregated information provided by Google to:

- Track visits to various DHS.gov (and Department component) pages;
- Monitor the size of the Department’s audience;

- Better understand the interactions of visitors to DHS.gov websites, improve the functionality of websites, improve the user-experience, and provide more user-centric content to better serve visitors.
- Ensure content is current, timely and does not provide conflicting information to citizens
- Content Cleanse for old content

In accordance with the President’s Transparency and Open Government Memorandum (January 21, 2009) and the OMB Director’s Open Government Directive Memorandum (December 8, 2009), Google Analytics will enable the Department to better interact with the public by utilizing the tool to enhance the viewer experience on our websites.

- **Key Performance Indicators Development**

The Web Metrics and User Experience Committee of the DHS Web Council drafted an Enterprise Web Service Standards Guide. Each Component will be responsible for adhering to the standards set forth within this document for consistency in service delivery after it is adopted by the Executive Steering Committee. Components will be expected to conform to the Customer Service Plan and be responsible for providing regular statistics on their performance goal execution.

We are in the process of developing key performance indicators and common dashboards that capture public website performance data for the following categories:

- Analytics
- Usability
- Satisfaction
- Search
- Business goals

Our committee is recommending the three-tiered approach to identifying priority metrics for each category identical to the approach we are following for customer service levels: (1) Standards -- all agencies should adhere; (2) Guidelines – strongly suggested, demonstrated impact on citizen satisfaction and (3) Recommendations -- suggested improvements at the discretion of the agency

- **Web Scorecard Tool Introduced**

In addition, DHS has a web scorecard tool to provide a binary weighted score for measurable factors to capture the nine metrics categories in the federal domain survey. The scorecard adds up to 100 points and each category can be rated on a percentage basis. In lieu of more robust human performance testing, we expect to require each website owner to use this scorecard and report on results on a regular basis in FY12.

## **2. Adopt Best Practices for Improving Customer Experience**

- Enterprise Search

When we conducted our data-call on public websites at DHS in 2010-2011 we discovered that there were numerous search appliances in use across the agency. The Web Council Requirements committee has initiated a review of the USASearch Affiliate Program offered by the Office of Citizen Services and Innovative Technologies at GSA to address this issue.

- Hosting in the Cloud and common content management

Our federal domain inventory of top level domains discovered that we have 15 known CMS systems and 16 different hosting environments in use today across the agency for the public web. As we seek to modernize our web publishing capacity, the department expects to leverage a common service offering for all Components to consolidate the CMS tools in use today and host in the public cloud.

Our approach is informed by Secretary Napolitano's Action Directive on Web Systems Optimization. In that directive, her intent is to streamline customer access to DHS services, improve DHS web content management and reduce costs by establishing a strategy for web-content management and web-hosting services through consolidation and centralized hosting of DHS public-facing websites.

DHS has started to leverage public cloud offerings, and awarded a public cloud hosting contract off the GSA's IaaS Blanket Purchase Agreement (BPA) to have a cloud computing provider host DHS public facing web sites. This will directly support the consolidation of our public-facing Web sites to enhance DHS' ability to service citizens.

- Content cleanse and consolidation

DHS is moving forward with a plan to consolidate 20 sites into DHS.gov and other websites owned by the agency to reduce its online footprint. DHS will leverage the Google Analytics capability to support content clean up in preparation for migration to the target enterprise cloud based solution. The consolidation to the public cloud will take place over FY12 and FY13.

### **3. Set, Communicate and Use Customer Service Standards**

DHS has multiple web forms spread across its top level domains, sub-domains and microsites and there are currently not standards in place for these web forms. The DHS Web Council Metrics and User Experience Committee is developing customer service standards for both websites and email/web forms to address this deficiency. When finalized, these standards will be communicated for implementation to all domain business owners and a system will be set up to track performance.

### **4. Streamline Agency Processes to Reduce Costs and Accelerate Delivery**

Internal

- As we move forward with our customer service improvement plans we will work to improve management controls over the deployment of new online identities. With an aim of making improvements to online services and providing better cross-component collaboration, the DHS HQ Office of Public Affairs (OPA) has implemented two templates for requesting new web sites or capabilities and Social Media Application. In addition, the Web Council has adopted criteria for new domains, sub-domains and microsites and a waiver process for those components who host domains on non-approved domains (i.e. not on dot gov or dot mil extensions, per 2004 OMB Policy).
- We will also work to improve our business processes for domain registration. We will be transforming our asset management procedures starting with a database of public websites at DHS to be maintained by the Office of the CIO.

#### External

- We are working to ensure visual consistency of website elements within and between web pages. This approach will also help us build on existing solutions rather than reinvent the wheel. It will impact all three of our three high volume services we have identified for improvement.
- Our customer service standards for web forms should help us provide better online transactions for the sites among the 301 across DHS which use web forms.