AMERICAN CUSTOMER SATISFACTION INDEX

E-GOVERNMENT SATISFACTION INDEX

SEPTEMBER 20, 2005

Commentary and Analysis by Larry Freed
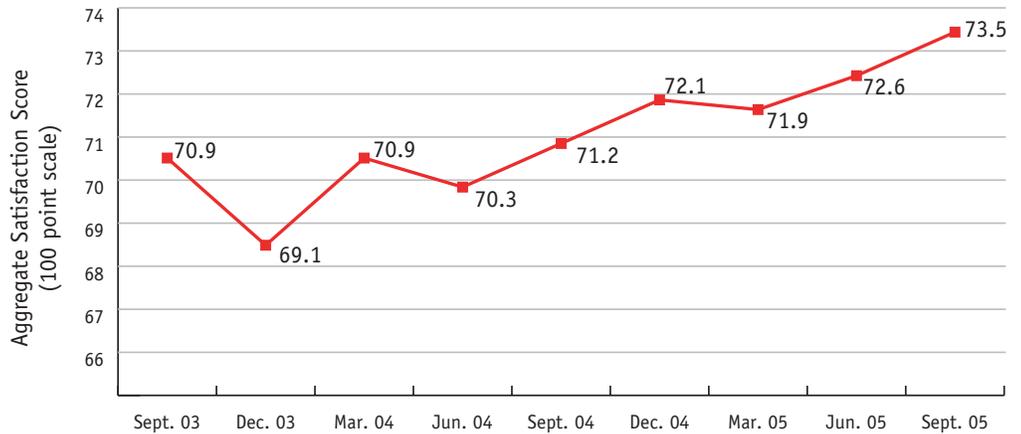*President and CEO, ForeSee Results*

CITIZEN SATISFACTION RISES
FOR THE SECOND QUARTER IN A ROW

Citizen satisfaction with e-government websites has increased for the second consecutive quarter, according to the third quarter 2005 release of the American Customer Satisfaction Index (ACSI) E-Government Satisfaction Index. With an aggregate score of 73.5, citizen satisfaction is up 1.2% since last quarter, a positive indication that federal government websites are maintaining focus on meeting the needs of the citizens they serve.

Quarterly ACSI E-Government Satisfaction Scores

Line chart titled "Aggregate Satisfaction Score (100 point scale)" with values: Sept. 03: 70.9, Dec. 03: 69.1, Mar. 04: 70.9, Jun. 04: 70.3, Sept. 04: 71.2, Dec. 04: 72.1, Mar. 05: 71.9, Jun. 05: 72.6, Sept. 05: 73.5

This upward movement in satisfaction levels was due to a slight improvement across all of the website elements measured by the ACSI that drive satisfaction, especially Functionality, Navigation, Site Performance and Content. The aggregate satisfaction score was bolstered both by returning sites posting strong scores and high first-time scores for some sites entering the Index this quarter. Most notably, the Social Security Administration's Help with Medicare Prescription Drug Costs entered the ACSI E-Government Satisfaction Index with a stellar score of 91—the highest score ever reported in the Index.

This site is not alone in doing a great job at serving citizens. Of the 81 measured sites, 13, or 16%, had satisfaction scores of 80 or higher, putting them in the upper echelon of government sites from the perspective of citizen satisfaction.

Also since last quarter, the number of measured sites has jumped 16%, from 70 measured sites last quarter. This trend reflects the growth of the Index, which has grown 50% since one year ago.
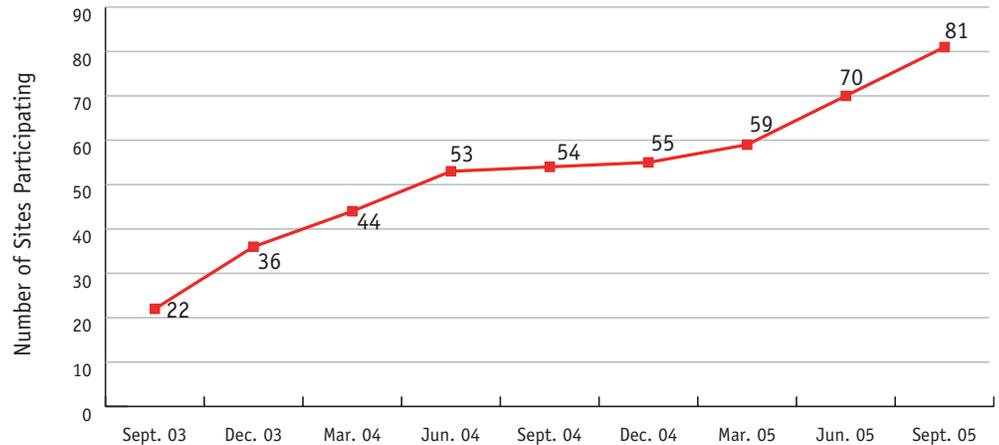
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Quarterly ACSI E-Government Index Participation

The 81 sites in the ACSI E-Government Satisfaction Index are divided into four categories according to the primary function of the site: Portals/Department Main Sites, News/Information, E-commerce/Transactions and Recruitment/Careers.

Key Findings
- Citizen satisfaction with government websites is up 1.2% since last quarter, the second consecutive quarter showing an increased aggregate score.
- Participation in the Index has grown by 16%, or 11 sites, since second quarter 2005.
- Of the 81 sites measured this quarter, 13 (16%) had a score of 80 or higher.
- Navigation and search remain areas of high priority for government websites.
- The category of Portals/Department Main Sites showed the highest quarter-over-quarter aggregate score increase.

THE ACSI METHODOLOGY
The ACSI E-Government Satisfaction Index is a special quarterly report of the ACSI, which is produced by the University of Michigan in partnership with the American Society for Quality (ASQ), ForeSee Results and the CFI Group. The ACSI is a cross-industry measure of offline customer satisfaction that measures the performance of approximately 200 private sector companies, as well as many government agencies. ForeSee Results collects and analyzes the data for the e-government websites included in the report.

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ACSI e-government scores were calculated based on data gathered from voluntary online surveys of randomly selected site visitors. Each government website was rated by its visitors on various components of overall satisfaction. The ratings were converted to a score on a 100-point scale using the ACSI methodology.

The ACSI methodology identifies key drivers of satisfaction and quantifies their relationship to overall customer satisfaction. Going further, this cause-and-effect methodology predicts how customers will behave in the future and demonstrates the impact of website enhancements on customer satisfaction, customer behavior and ultimately, the bottom line.

Comparison of ACSI Aggregate Government and E-Government Scores	Q2 2005	Q3 2005	Change
ACSI E-Government Aggregate	72.6	73.5	1.2%
ACSI Aggregate (Cross-industry, offline and online)	73	73.1	.1%

STELLAR SCORES FROM SSA, HHS AND GSA

The ACSI measures satisfaction on a 100-point scale. Of the 81 measured sites, 16% (13 sites) score an 80 or higher, putting them in an elite group of government websites that exceed this benchmark and are extremely effective in meeting the needs of site visitors.

Website	9/05 Score
Help with Medicare Prescription Drug Costs—https://s044a90.ssa.gov/apps6z/i1020/main.html	91
Internet Social Security Benefits Application—https://s044a90.ssa.gov/apps6a/ISBA/main.html	87
MedlinePlus—http://medlineplus.gov	86
MedlinePlus en español—http://medlineplus.gov/esp/	84
NIDDK Main Website—http://www.niddk.nih.gov	83
Federal Citizen Information Center—www.pueblo.gsa.gov/	82
National Women's Health Information Center (NWHIC) main website—www.4woman.gov	82
National Cancer Institute main website—www.cancer.gov	81
NHLBI main website—http://www.nhlbi.nih.gov	81
Social Security Business Services Online—http://www.ssa.gov/bso/bsowelcome.htm	81
NIDCD Website—http://www.nidcd.nih.gov	80
NIH Stem Cell Information—http://stemcells.nih.gov	80
Office of Science Education website—http://science.education.nih.gov	80

Impressively, the top two-scoring sites in the Index are part of the Social Security Administration (SSA): Help with Medicare Prescription Drug Costs and Internet Social Security Benefits Application. These two sites are quite different from each other—the first is an informational site containing details of a program offering assistance with prescription drug costs for Medicare recipients, while the second enables citizens to apply for Social Security benefits online. Both sites, however, show that the Social Security Administration is effectively providing very targeted information and services to a niche audience—people at or approaching retirement age and their family members. While senior citizens have been somewhat overlooked on the Internet and have lower adoption rates than other age groups, they are now a fast-growing Internet audience and the Social Security Administration is at the forefront in meeting their needs.

The Social Security Administration's overall strategy of measuring specific sites targeted at distinct audience groups has proven successful. The agency runs multiple ACSI surveys, both at the high level portal site and on targeted sub-sites and on-line applications, including the sites that have scored so high in the latest Index.

MedlinePlus and MedlinePlus en español, which have been consistent high scorers in the Index, are quite different from the Social Security sites. These two sites, which fall under the domain of the National Library of Medicine and have respective scores of 86 and 84 this quarter, are informational sites containing a broad spectrum of health-related information for a wide audience.

Including the two MedlinePlus sites, 10 of the sites with scores of 80 or above are health-related sites under the auspices of the National Institutes of Health, part of the U.S. Department of Health and Human Services. Also among the top-scoring sites is the General Service Administration's Federal Citizen Information Center.

The fact that the grouping of sites with satisfaction scores of 80 and above covers a wide span of sites—from very broad to very specific—means that there is no single correct approach to improving citizen satisfaction for a government agency or department. Rather, the correct approach is one that measures customer satisfaction with sufficient precision and accuracy to provide the agency or department with actionable information regarding the specific needs and expectations of its own website visitors. This degree of insight shows agencies where to focus to enhance satisfaction and increase desired future behaviors tied to loyalty, such as return visits to the site and referrals.

SOME AREAS OF GOVERNMENT TAKE AN ENTERPRISE APPROACH TO CITIZEN SATISFACTION

This quarter, seven government departments or administrations have five or more sites in the E-Government Satisfaction Index. The U.S. Department of Health & Human Services has 23 sites in the Index, 21 of which are also part of the National Institutes of Health.

Department or Administration	Satisfaction
Social Security Administration	79.7
Department of Health & Human Services	77.4
National Institutes of Health (part of HHS)	77.3
Department of State	73.0
Department of Treasury	67.8
U.S. Department of Agriculture	67.8

As a group, the Social Security Administration sites, which have an aggregate satisfaction score of 79.7, outperform the Index average score by 8.4%.

The aggregate scores for the group of Department of Health & Human Services sites and the sub-group of sites affiliated with the National Institutes of Health both outperform the Index average scores—by 5.3% and 5.2%, respectively.

WHAT'S DRIVING SATISFACTION FOR GOVERNMENT WEBSITES

The improvement in satisfaction is a result of slight improvements across all of the elements that drive website satisfaction and are common across most sites: Content, Functionality, Navigation, Site Performance, Look & Feel and Search. Functionality had the largest increase since last quarter, 1.4%, followed closely by Site Performance at 1.3% and Navigation at 1.2%. Search, often a trouble spot, experienced the lowest increase: 0.5%.

Navigation and Search, which are often challenging for both public and private sector websites, remain the lowest-scoring elements with scores of 73. However, enhancements in these two areas would yield significant returns for many government sites in terms of improving satisfaction and behavior. Search is the first or second priority for 89% of measured e-government sites, while Navigation is first or second in priority for 46%. The improvement to the Navigation score shows that sites are taking a step in the right direction, while improvements to Search are coming at a slower pace.

Site Performance, which is consistently the highest-scoring element for government sites and has a score of 82 this quarter, is the element that fluctuates most in terms of the impact that improvements to this element would have on overall satisfaction. Last quarter, site performance was the top or second priority for 23% of measured government sites, up from 12% the previous quarter. In third quarter 2005, the number of sites for which Site Performance is a first or second priority is back down to 12%. This shift illustrates the importance of continuous measurement to understand citizens' changing needs and the role that a particular element plays in driving satisfaction for specific sites.

Eight of the 81 sites measure satisfaction with Tasks & Transactions, which looks at the process of completing tasks and the availability of assistance for problems or questions on the site. With a score of 77, this element is the first or second priority for 75% of sites that assess it.

TOP 10 SITES OUTPERFORM BENCHMARK
THROUGH FOCUS ON MEETING CITIZENS' NEEDS

Looking more closely at the ten top-scoring sites in the E-Government Satisfaction Index illustrates the importance of meeting the needs of citizens—both overall and on an element-specific level. With an aggregate score of 83.7, aggregate satisfaction for this group of sites is 14% above the Index average score of 73.5. These ten top-performing sites outperform the average in all elements, most significantly in the areas of Functionality, Look and Feel, Navigation and Search, which are the highest-impact elements for the largest percentage of sites.

For the Top 10 sites, there is only a five-point difference in scores between the highest- and lowest-scoring elements. Site Performance scores 88, while Navigation has an aggregate score of 83. Compare this to the eleven lowest-scoring sites (This group contains eleven, not ten sites, because of a tie in scores), which have a 15-point different between the score of 77 for Privacy and 62 for Search.

As a result of higher satisfaction, future behavior scores are also significantly higher for the group of Top 10 sites. Not only are citizens more likely to return to these sites and use them as their primary resource for information, but they are also more likely to recommend the sites to others, which is a great indicator of site loyalty. The contrast between the Top 10 and Bottom 11 sites' scores for Likelihood to Recommend is especially striking: there is a 17-point difference between the average scores of 87 and 70. Citizens reward those sites that do the best in meeting their needs and exceeding their expectations, measured by higher satisfaction, by demonstrating significantly greater loyalty to those sites.

ANALYSIS OF FUTURE BEHAVIORS TIED TO LOYALTY

Loyalty to government websites saw a slight upswing from last quarter, as measured by two key future behaviors tied to loyalty. With aggregate scores of 83 and 79, respectively, Likelihood to Return to the site and Likelihood to Recommend it to others both made slight improvements on an aggregate level: 1.2% each.

This quarter, a third future behavior that is measured by 38 sites in the Index, was also assessed: Likelihood to Use the Site as a Primary Resource.

This future behavior assesses how likely a citizen is to use the website as the primary resource to obtain information and/or conduct transactions. Depending on the site, the answer could reflect a citizen's propensity to use the web versus another available channel (visit to an office, phone, mail, etc.) or a person's likelihood to use the website versus another online resource providing similar information.

The aggregate score for "Primary Resource" is 76, lower than scores for both Likelihood to Return and Recommend. This score illustrates that government agencies on the aggregate level have an opportunity to better position their sites as the first source for finding information from, or doing business with, the government. It also reinforces that citizens want multiple channels in which to deal with the government.

However, certain sites excel in this area. For example, MedlinePlus en español scores 13% above the aggregate score in this key area. Interestingly, most of the major English-language health information sites, e.g., WebMD, do not have Spanish language versions. However, a wealth of health-related information is available online in Spanish, and the strong "Primary Resource" and satisfaction scores for MedlinePlus en español shows that Spanish speakers consider the U.S. government a credible source of health information.

CUSTOMER SATISFACTION BY TYPE OF MEASURED SITE

The 81 sites in this quarter's index fall into four categories. Aggregate satisfaction scores for Portals/Department Main Sites and News/Information Sites rose; scores for E-Commerce/Transactions rose this quarter, while the score for Recruitment/Career sites stayed flat.

Category	Q2 2005	Q3 2005	Change
ACSI E-Government Aggregate	72.6	73.5	1.2%
Portals/Department Main Sites	72.6	73.9	1.8%
News/Information	72.5	73.2	1%
E-commerce/Transactions	71.3	71.9	0.9%
Recruitment/Careers	77.2	77.2	No change

Portals/Department Main Sites

The Portals/Department Main Sites category saw the biggest quarter-over-quarter average satisfaction score improvement, with the score rising 1.8% to 73.9. This score lags the average score of 75 recently measured by the ACSI for private sector portals.

The increased satisfaction score was driven by average increases of more than 2% for the elements of Search, Navigation and Site Performance. However, like last quarter, Search remains the first or second priority for 92% of sites in the Portals/Department Main Sites category, followed by Look & Feel (42% of sites) and Navigation (31%).

Scores for the 26 sites in this category range from 64 to 81, with two sites reporting the top score of 81: the National Cancer Institute's main website, www.cancer.gov and the main website for the National Heart, Lung and Blood Institute, http://www.nhlbi.nih.gov, which is in the Index for the first time.

NASA's main website, www.nasa.gov, experienced the largest quarter-over-quarter score increase, rising five points from a 72 to a 77. This increase can at least in part be attributed to the fact that NASA was able to meet the informational needs of site visitors during the successful launch and landing of the space shuttle Discovery.

ID	E-Government U.S. Agency/ Department/Office	Website	9/05 Score
Portal/Department Main Websites			
NCI	National Cancer Institute, National Institutes of Health, HHS	National Cancer Institute main website www.cancer.gov	81
HHS, NIH	National Heart, Lung and Blood Institute, National Institutes of Health, HHS	NHLBI main website http://www.nhlbi.nih.gov	81
HHS, OSE	Office of Science Education, National Institutes of Health, HHS	Office of Science Education website http://science.education.nih.gov	80
HHS, NIAMS	National Institute of Arthritis and Musculoskeletal and Skin Diseases, National Institutes of Health, HHS	NIAMS Public Website http://www.niams.nih.gov/index.htm	78
NPS	National Parks Service, Interior	National Parks Service main website—www.nps.gov	78

ID	E-Government U.S. Agency/ Department/Office	Website	9/05 Score
Portal/Department Main Websites Continued			
DOD	Department of Defense	Department of Defense main site http://www.dod.mil	77
GSA	General Services Administration	FirstGov.gov website (Spanish) http://firstgov.gov/Espanol/index.shtml	77
NASA	National Aeronautics and Space Administration	NASA main website www.nasa.gov	77
HHS, NHGRI	National Human Genome Research Institute Institute, National Institutes of Health, HHS	NHGRI website www.genome.gov	76
NIST	National Institute of Standards and Technology, Commerce	NIST main website www.nist.gov	76
HHS, NLM	National Library of Medicine, HHS	NLM main website—www.nlm.nih.gov	76
SBA	U.S. Small Business Adminstration	SBA main website—www.sba.gov	75
SSA	Social Security Administration	SSA main website—www.socialsecurity.gov/	74
CDC	Centers for Disease Control and Prevention	CDC main website—www.cdc.gov	73
FDIC	Federal Deposit Insurance Corporation	FDIC main website—www.fdic.gov	73
GAO	Government Accountability Office	GAO main public website—www.gao.gov	73
HHS, NIDCR	National Institute of Dental & Cranofacial Research, National Institutes of Health, HHS	NIDCR Web Site http://www.nidcr.nih.gov	73
Treasury	Department of the Treasury	Treasury main website—www.treasury.gov	73
GSA	General Services Administration	FirstGov.gov website—www.firstgov.gov	72
State	Department of State	Department of State main website—www.state.gov	71
HHS, NIH	Fogarty International Center, National Institutes of Health, HHS	Fogarty International Center http://www.fic.nih.gov	70
NARA	National Archives & Records Administration	NARA main public website—www.archives.gov	70
HHS, NIGMS	National Institute of General Medical Sciences, National Institutes of Health, HHS	NIGMS Website http://www.nigms.nih.gov	70
IRS	Internal Revenue Service, Treasury	IRS main website—www.irs.gov	67
USPTO	United States Patent & Trademark Office	USPTO main website—www.uspto.gov	66
GSA	General Services Administration	GSA main website—www.gsa.gov	64

News/Information Sites

The aggregate score for the 44 sites in this category rose by 1%, from 72.5 to 73.2. Scores range from 55 to 91, which is the largest spread in any category. The Social Security Administration's Help with Medicare Prescription Drug Costs site https://s044a90.ssa.gov/apps6z/i1020/main.html) leads the category with a stellar score of 91, followed by MedlinePlus (www.medlineplus.gov) at 86.

For News/Information sites on the aggregate level, Search is a high priority element for 91% of the sites measured, and its score of 73 is among the lowest. Functionality and Navigation are both cited as the first or second priority for 51% of websites in this category.

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Three sites experienced score increases of three points since last quarter. For these three sites, the score increases can be attributed to different factors. In the case of the FCIC, the site received an influx of satisfied customers who came to the site because of a mention in a Dear Abby column. The increased awareness of the existence of the site led to more citizens accessing the site and experiencing higher levels of satisfaction. The BLS site tends to have higher scores when students, who tend to rate the site lower, are out of school. The IIP site score increase was driven by gains in the elements of Navigation, Search, Content and Functionality.

1. The Federal Citizen Information Center (www.pueblo.gsa.gov/), whose score increased from 79 to 82
2. The Bureau of Labor Statistics' Occupational Outlook Handbook (http://www.bls.gov/oco/) which went up from a 71 to a 74
3. The Department of State's International Information Programs (http://usinfo.state.gov) which rose from a 69 to a 72.

ID	E-Government U.S. Agency/ Department/Office	Website	9/05 Score
Information/News Websites			
SSA	Social Security Administration	Help with Medicare Prescription Drug Costs https://s044a90.ssa.gov/apps6z/i1020/main.html	91
HHS, NLM	National Library of Medicine, National Institutes of Health, HHS	MedlinePlus http://medlineplus.gov	86
HHS, NLM	National Library of Medicine, National Institutes of Health, HHS	MedlinePlus en español http://medlineplus.gov/esp/	84
HHS, NIDDK	National Institute of Diabetes & Digestive & Kidney Diseases, National Institutes of Health, HHS	NIDDK Main Website http://www.niddk.nih.gov	83
GSA	General Services Administration	Federal Citizen Information Center www.pueblo.gsa.gov/	82
HHS, OWH	Office on Women's Health	National Women's Health Information Center (NWHIC) main website—www.4woman.gov	82
SSA	Social Security Administration	Social Security Business Services Online http://www.ssa.gov/bso/bsowelcome.htm	81
NIDCD	National Institute on Deafness and Other Communication Disorders, National Institutes of Health, HHS	NIDCD Website http://www.nidcd.nih.gov	80
HHS, NIH	National Institute on Deafness and Other Communication Disorders, National Institutes of Health, HHS	NIH Stem Cell Information http://stemcells.nih.gov	80
HHS,NLM	National Library of Medicine National Institutes of Health, HHS	AIDSinfo http://aidsinfo.nih.gov/	79
HHS, NIH	Senior Health, National Institutes of Health, HHS	NIH Senior Health http://nihseniorhealth.gov	79
DOJ	National Criminal Justice Reference Service, Justice	NCJRS website www.ncjrs.org	78
HHS, NIH	NIH Health Information, National Institutes of Health, HHS	NIH Health Information http://www.health.nih.gov	78
State	Bureau of Educational and Cultural Affairs, State	State Alumni website https://alumni.state.gov	78

FORESEE™ **RESULTS**

ID	E-Government U.S. Agency/Department/Office	Website	9/05 Score
Information/News Websites Continued			
GSA	General Services Administration	Consumer Action Website, Federal Citizen Information Center www.consumeraction.gov	77
Commerce	U.S. Department of Commerce	National Geodetic Society, National Oceanic and Atmospheric Administration website http://www.ngs.noaa.gov/	77
HHS, NIH	NIH Office of Research Services, National Institutes of Health, HHS	NIH Office of Research Services http://www.ors.od.nih.gov	76
HHS, NLM	National Library of Medicine, National Institutes of Health, HHS	TOXNET http://toxnet.nlm.nih.gov	76
HHS	Agency for Healthcare Research & Quality, HHS	Agency for Healthcare Research and Quality www.ahrq.gov	75
DOJ	National Institute of Justice, Justice	NIJ main website—http://www.ojp.gov/nij	75
SSA	Social Security Administration	SSA FAQ—http://ssa-custhelp.ssa.gov	75
DOL	Bureau of Labor Statistics	BLS Occupational Outlook Handbook http://www.bls.gov/oco/	74
DOJ	Office of Juvenile Justice and Delinquency Prevention, Justice	OJJDP website http://ojjdp.ncjrs.org	74
NARA	National Archives & Records Administration	NARA Presidential Library websites http://archives.gov/presidential_libraries/index.html	73
HHS, NIAID	National Institute of Allergy and Infectious Diseases, HHS	NIAID main website—www.niaid.nih.gov	73
State	Department of State	U.S. Department of State Education USA http://educationusa.state.gov	73
USDA	Economic Research Service, Agriculture	ERS main website—www.ers.usda.gov	72
USDA	Foreign Agricultural Service, Agriculture	FAS main website—www.fas.usda.gov	72
State	International Information Programs, State	IIP main website—http://usinfo.state.gov	72
HHS, NCI	Surveillance, Epidemiology, and End Results (SEER), National Cancer Institute, National Institutes of Health, HHS	SEER website http://seer.cancer.gov	71
SSA	Social Security Administration	Social Security Disability Internet Users http://www.socialsecurity.gov/disability/	71
Commerce	Bureau of Economic Analysis, Commerce	BEA main website—http://www.bea.gov	70
NRC	U.S. Nuclear Regulatory Commission	U.S. Nuclear Regulatory Commission website www.nrc.gov	69
State	Bureau of Cultural Affairs, State	Bureau of Cultural Affairs website http://exchanges.state.gov/	68
USDA	Food Safety and Inspection Service, Agriculture	FSIS main website www.fsis.usda.gov	68
USDA	National Agricultural Library, Agriculture	NAL main website—www.nal.usda.gov	67
Treasury	Financial Management Service, Treasury	Financial Management Service—www.fms.treas.gov	66
USDA	Forest Service, Agriculture	Forest Service main website—http://www.fs.fed.us	65
FEMA	Federal Emergency Management Agency, Homeland Security	FEMA Mitigation Division website www.fema.gov/fima/	64
USDA	Cooperative State Research, Education, and Extension Service, Agriculture	CSREES main website www.csrees.usda.gov	62

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ID	E-Government U.S. Agency/ Department/Office	Website	9/05 Score
Information/News Websites Continued			
GSA	General Services Administration	GSA E-Library http://www.gsaelibrary.gsa.gov/ElibMain/ElibHome	58
Treasury	Department of the Treasury, Alcohol and Tobacco Tax and Trade Bureau	USTTB website www.ttb.gov	57
NARA AAD	National Archives & Records Administration	NARA AAD - Access to Archival Databases www.archives.gov/aad/index.html	56
DOD	Military Health System, Defense	TRICARE—www.tricare.osd.mil/	55

E-Commerce/Transaction Sites

On average, satisfaction with the eight sites that comprise the E-commerce/Transaction category stayed relatively flat, rising from 71.3 last quarter to 71.9 this quarter. This score trails the private sector ACSI e-commerce score of 78.6 by 8.5%.

Scores for this category range fro 65 to 87. The Internet Social Security Benefits Application (https://s044a90.ssa.gov/apps6a/ISBA/main.html), in the Index for the first time this quarter, led the category with a score of 87. This score is significantly above the score of 72 for the next highest-scoring sites, the U.S. Mint's Online Catalog (http://catalog.usmint.gov) and GSA Global Supply (https://www.globalsupply.gsa.gov). GSA Global Supply is up four points since last quarter. There is still a lot of opportunity for government sites to expand their transactional capabilities, and when doing so, they should be rewarded with higher levels of satisfaction. Offering another channel option to citizens that did not exist before will drive overall satisfaction with government agencies as well

Within this category, Search is the top or second priority of 60% of the sites.

ID	E-Government U.S. Agency/ Department/Office	Website	9/05 Score
E-Commerce Websites			
SSA	Social Security Administration	Internet Social Security Benefits Application -- https://s044a90.ssa.gov/apps6a/ISBA/main.html	87
GSA	GSA Global Supply	GSA Global Supply website https://www.globalsupply.gsa.gov	72
Treasury	United States Mint, Treasury	Online Catalog—http://catalog.usmint.gov	72
FEMA	Federal Emergency Management Agency, Homeland Security	FEMA Flood Map Store: http://store.msc.fema.gov	71
Treasury/ BPD	Department of the Treasury, Bureau of the Public Debt	TreasuryDirect www.treasurydirect.gov	71
GSA	General Services Administration	GSA E-Buy—http://www.ebuy.gsa.gov	70
GSA	General Services Administration	GSA Advantage website https://www.gsaadvantage.gov	68
PBGC	Pension Benefit Guaranty Corporation	PBGC main website—www.pbgc.gov	65

Recruitment/Career Sites

Within this small category, average satisfaction stayed flat from last quarter with a score of 77.2 Scores range from 76 to 79.

Navigation is top priority for all of the Recruitment/Career sites.

ID	E-Government U.S. Agency/ Department/Office	Website	9/05 Score
Recruitment/Careers Websites			
CIA	Central Intelligence Agency	Recruitment website http://www.cia.gov/employment	79
OPM	Office of Personnel Management	Recruitment website—www.usajobs.opm.gov	77
State	Department of State	Recruitment website—www.careers.state.gov	76

CONCLUSIONS

Websites are becoming more integral to agencies' operations and missions. Online customer satisfaction is a critical measure of their success that provides not only a scorecard, but also a diagnosis for improvements that will increase satisfaction and further the agency's goals across a variety of fronts. The rising tide of customer satisfaction benefits all citizens and agencies.

It's not often that private industry looks to the government for inspiration. The outstanding performance of the Health and Human Services and Social Security Administration sites sets a new standard for private health and benefits companies to shoot for as they evolve their own web-based channels.

Moreover, improving customer satisfaction of the websites will lead to more use by citizens and lessening less use of other, more expensive channels such as call centers and branch offices. This shift will help diffuse the upward pressure on costs while maintaining, or often increasing, the quality, convenience and consistency of service to their customers, resulting in a win-win situation for both citizens and government.

ABOUT THE AUTHOR

Larry Freed is an expert on Web Effectiveness and Web Customer Satisfaction. He is also President and CEO of ForeSee Results, a market leader in customer satisfaction measurement on the web, which utilizes the methodology of the American Customer Satisfaction Index.

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www.ForeSeeResults.com

ABOUT THE ACSI

The American Customer Satisfaction Index (ACSI) is the only uniform, national, cross-industry measure of satisfaction with the quality of goods and services available in the United States. In 1999, the Federal government selected the ACSI to be a standard metric for measuring citizen satisfaction. Over 55 Federal government agencies have used the ACSI to measure citizen satisfaction of more than 110 services and programs. The Index is produced by the University of Michigan in partnership with the American Society for Quality (ASQ) and CFI Group, an international consulting firm. ForeSee Results sponsors the e-commerce, e-business and e-government indices.

ABOUT FORESEE RESULTS, INC.

ForeSee Results is the market leader in online customer satisfaction management and specializes in converting satisfaction data into user-driven web development strategies. Using the methodology of the University of Michigan's American Customer Satisfaction Index (ACSI), ForeSee Results has created a model that scientifically quantifies the elements that drive online customer satisfaction and predicts future behaviors, including the likelihood to return to the site or recommend the site to others. ForeSee Results, a privately held company located in Ann Arbor, Michigan, can be found online at www.ForeSeeResults.com.

ABOUT THE FEDERAL CONSULTING GROUP

The Federal Consulting Group, a franchise of the Department of the Treasury, serves as the executive agent in the government for the American Customer Satisfaction Index (ACSI), and holds generic clearance from the Office of Management and Budget that enables agencies to utilize the ACSI without having to obtain a separate clearance under the Paperwork Reduction Act to conduct customer satisfaction surveys. Agencies can participate in the ACSI through an arrangement between the Federal Consulting Group and ForeSee Results.

For More Information

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