

Top Metrics for Top Tasks

2008 Government Web Managers Conference

Nicole Burton

Brian Dunbar

Tim Evans

Joe Pagano

Top Metrics for Top Tasks

Brief overview of tasks & metrics / Joe Pagano	15 min
“Top Tasks” worksheet / Brian Dunbar	45 min
“Customer Profile” worksheet / Nicole Burton	30 min
BREAK	15 min
“Top Tasks” metrics / Tim Evans	15 min
SMART criteria; Metrics tools / Joe Pagano	20 min
Open panel discussion (All)	30 min

Total time: 2 hours 50 minutes

task

NOUN: 1. A piece of work assigned or done as part of one's duties. 2. A difficult or tedious undertaking. 3. A function to be performed; an objective.

metric

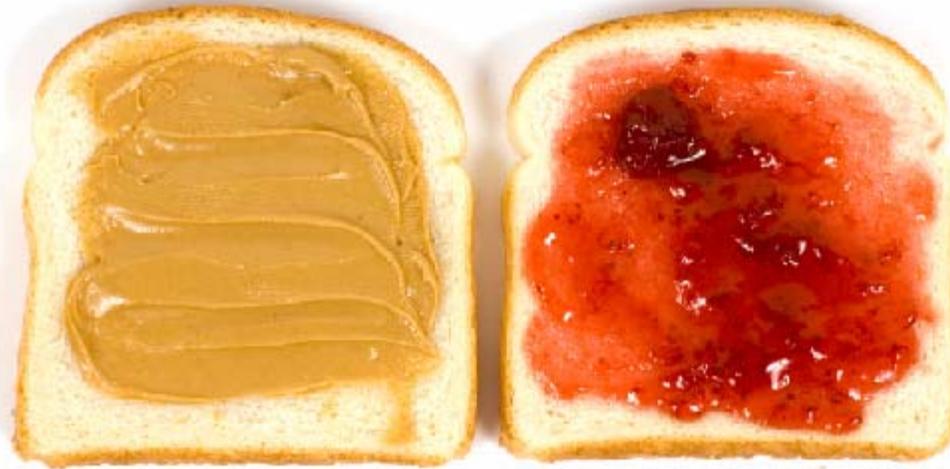
NOUN: 1. A standard of measurement. 2. *Mathematics* A geometric function that describes the distances between pairs of points in a space.

source

The American Heritage® Dictionary of the English Language: Fourth Edition. 2000.

task

metric



they go together



Web managers need to:

- *Identify existing tasks on a site*



Sometimes many ...



Sometimes one ...

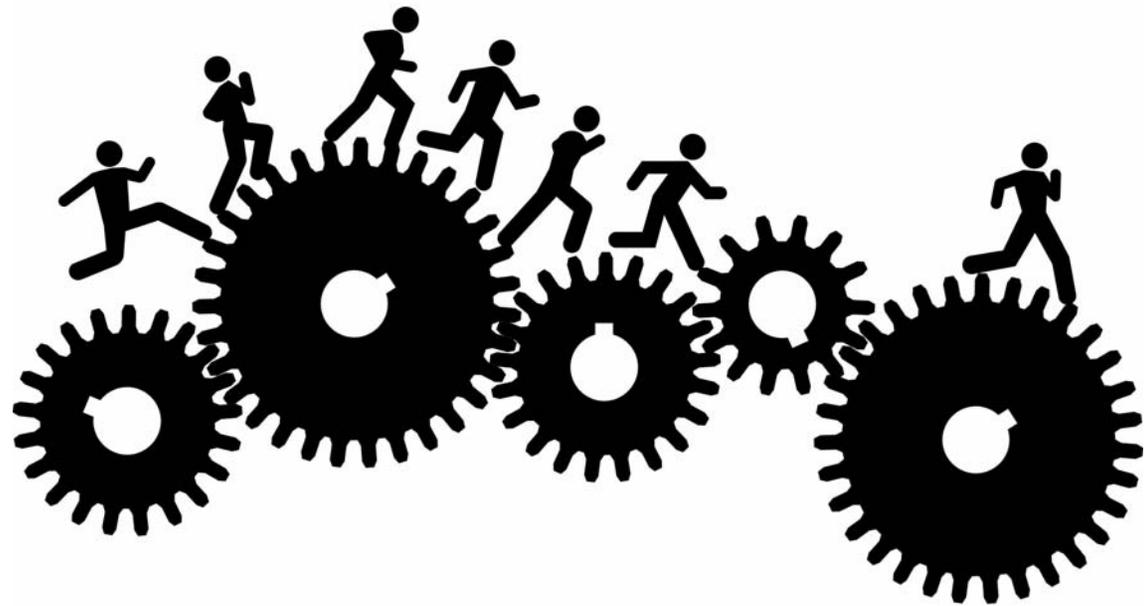
Web managers need to:

- *Identify new tasks to achieve site goals and customer needs*



Web managers need to:

- *Determine the relative importance of each task in promoting a successful government – customer relationship*



Web managers need to:

- *Evaluate success and efficiency of completing tasks*



It's difficult



There's help.



We're developing tools

"Top Tasks" worksheet

PART1: Identifying Top Tasks					
1. Information source	2. Information source description	3. Summary of text or discussion from information sources	4. Identify Web site tasks based on each information source	5. Identify customer groups for each task (estimate group size)	6. Prioritize tasks based on importance to customer (top, med, low) <small>If "top", note where in post of accessibility.</small>
Agency Input					
Agency statement:	Role of agency as perceived by agency and documented in legislation				
Other mandates:	Any directives that require agency to post certain information on the Web site				
Staff knowledge of Top Tasks:	What your program affords and front-line people know about your customer's top requests?				
Management priorities:	What's important to highlight on the site, based on political imperatives, public education campaigns, etc.				

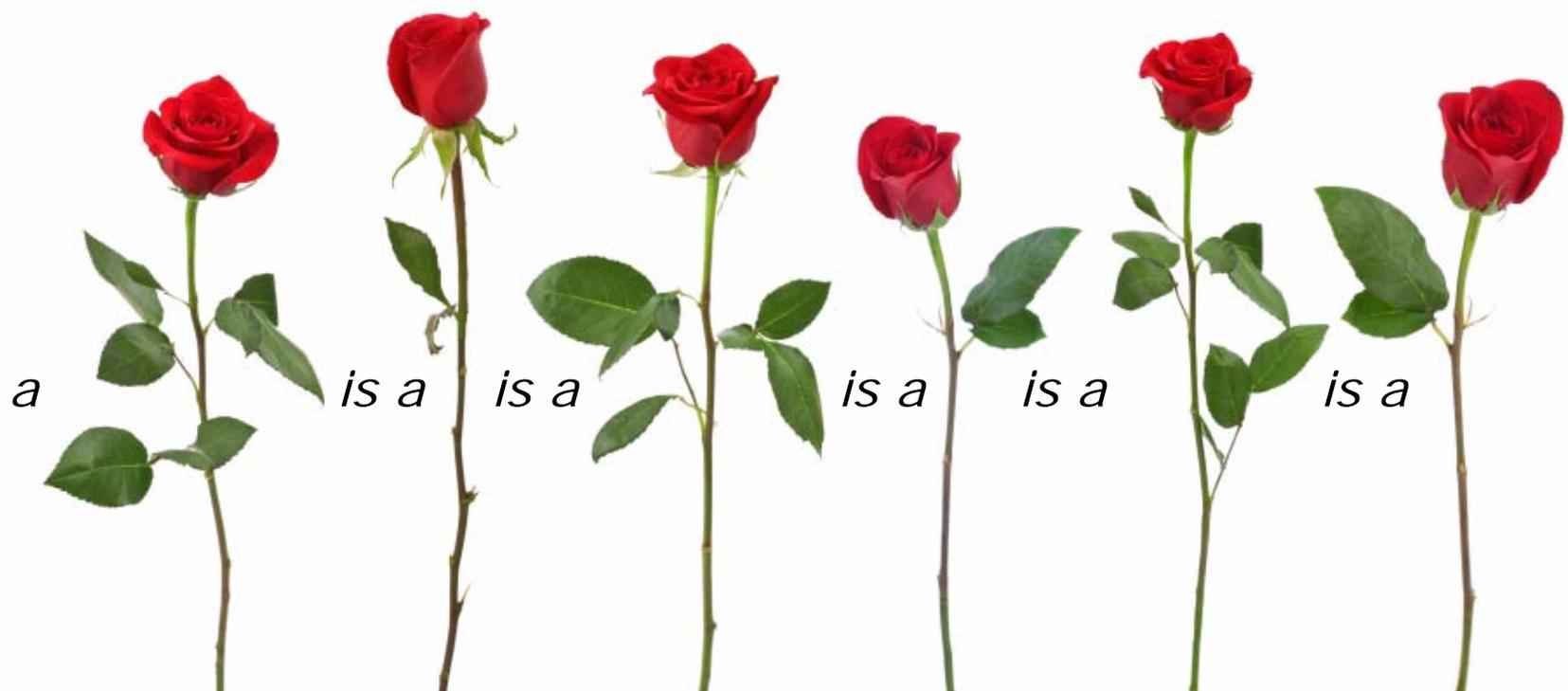
"Customer profile" worksheet

Quick-and-Easy Customer Profile
<p>Spend 1-2 hours with a colleague completing this questionnaire. The results will help you identify your website's top customer and their top tasks.</p> <p>Webpage name and URL:</p>
<p>What are your website goals? (Your agency's business goals—e.g., have visitors use the web instead of the phone, and your website customer's goals—e.g., complete an online form as painlessly as possible)</p> <p>What sources will you use to measure your goals? (e.g., productivity reports)</p>
<p>Webpage statistics for [(insert month, year)]</p> <p>Number of website visitors: Top visited pages: Top search terms (internal and external):</p>
<p>Who are your top customer types?</p> <p>a) b) c)</p>
<p>Estimate the number of visitors of each customer type, and compute the percentage of the total visitors:</p> <p>a) b) c)</p>
<p>What are their primary tasks:</p> <p>a) b) c)</p>
<p>QUICK-AND-EASY CUSTOMER PROFILE Update 4/2/2007</p> <p>Page 2 of 3</p>

but we need your help to make them better



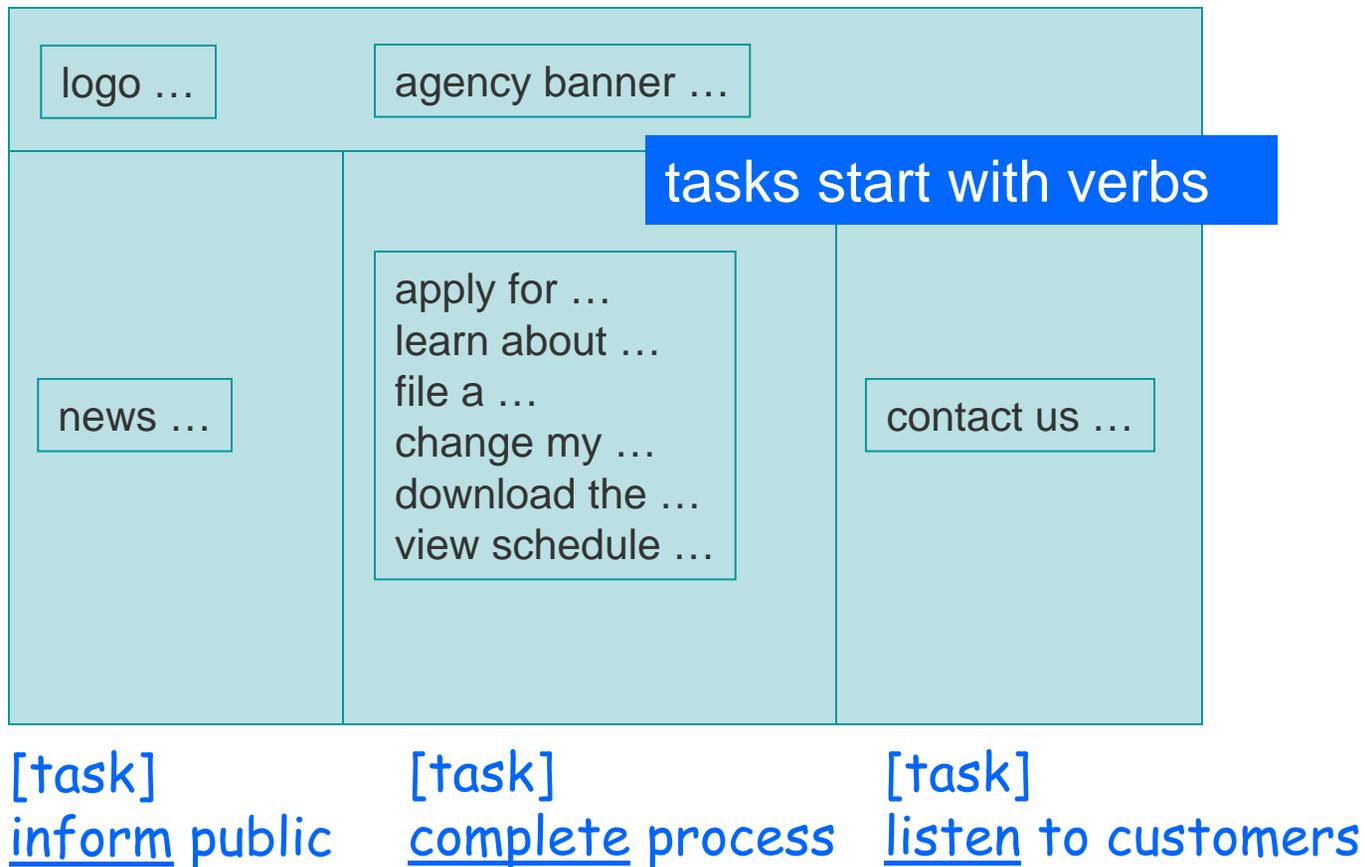
Is “tasks” all that there are?



Yes ...

... but, there are many ways to look at tasks
(and many different colors of roses)

convey government brand and trust
[task]



some examples of tasks on sites ...

sites with many tasks

The screenshot shows the ED.gov website interface. At the top left is the ED.gov logo and the U.S. Department of Education tagline. A search bar is located at the top right. Below the header is a navigation menu with tabs for Students, Parents, Teachers, and Administrators. The main content area is divided into several sections:

- Left Navigation Menu:**
 - About ED
 - Budget
 - Press Room
 - Publications
 - Teaching Resources
 - Answers
 - Contact
 - Help
 - Online Services
 - Recursos en español
 - State Information
 - Web Survey
- TOP STORIES:** Includes a photo of a woman wearing a headset and a list of links: Spellings Announcements, Remarks at Higher Education Summit, Remarks on Mathematics Education, and Web Site to Help.
- HOT TOPICS:** Includes a photo of four diverse children.
- Students:**
 - Identify colleges offering the program or degree you want, in the location you want, or by other criteria.
 - Plan your college financial aid packages.
 - Apply for financial aid to go to college (FAFSA).
 - If your school closed while you were enrolled, find out about getting your student loan debt discharged.
 - More...
- Parents:**
 - Find a school.
 - Order a publication.
 - Watch our TV show (and webcast).
 - More...
- Teachers:**
 - Ask the Secretary a question.
 - Find teaching opportunities.
 - If you teach in a low-income or subject-matter shortage area, explore the possibility of getting your student loans deferred or cancelled.
 - Find lessons and teaching resources.
 - More...
- Administrators:**
 - Apply for a grant.
 - Manage your direct loan program.
 - Find past and current grants.

sites with one task



FAQ

Sign Up

Events

Media

Partners

About

How do I sign up?

To enroll in direct deposit of your **Social Security, Supplemental Security Income (SSI)** or other federal benefits, you must have a checking or savings account with a financial institution.

There are **three ways to enroll** in direct deposit:

1. ONLINE [Sign up via our secure system now](#)



2. BY PHONE

Call the *Go Direct*® helpline - Mon - Fri 8 a.m. to 8 p.m. ET (excluding federal holidays):

(800) 333-1795 (English)
(800) 333-1792 (Spanish)

Signing up is easy and only takes a few minutes.

How do I sign up?



**How do I change
my existing
direct deposit?**

foreign governments sites with tasks

GovHK 香港政府一站通

[About HK](#) [Government Agencies](#) [Online Services](#) [RSS](#) [Accessibility](#) [Help Desk](#) Lines

Home > Online Services

For

Residents

Business & Trade

Non-Residents

Online Services

Some services may require: Online Payment Digital Certificate Password or Digital Certificate Scanning Printing

GovHK 香港政府一站通

Change of Address

Office of the Government Chief Information Officer
The Government of the Hong Kong Special Administrative Region

Major Steps

This application may take 5-10 minutes to complete.

Step 1 Select Information for Change	Step 5 Enter Specific Information for Selected Organisation(s)
Step 2 Select Organisation(s) to Notify	Step 6 Review and Confirm Input
Step 3 Select Authentication Service (If Required)	Step 7 Acknowledgement
Step 4 Enter Personal / Company Details	

FAQs

Service Demo

Help Desk

Performance Pledge
Your application will be processed within 14 days

city sites with tasks . . .

MAYOR FENTY

DC GUIDE

RESIDENTS

BUSINESS

VISITORS



ADRIAN M. FENTY, MAYOR
District of Columbia



Driver's License Renewal Information

Step 1 of 6: Enter your driver's license information. If you received a renewal notice, enter the control number. Provide your email address if you'd like an email confirmation of your driver's license renewal.

Enter your **Driver's License Number** :

Select your **License Type** :

Enter the 6-digit **Control Number** printed on your renewal notice :

-- OR --

If you do **not** have a control number, please enter the following information.

Last Name :

First Name :

Date of Birth : [MMDD/YYYY]

Social Security Number : [No dashes]

Please enter your email address, if you wish to receive a confirmation via email.

Email Address : [Optional]

Cancel

Continue



Find business services, applications, and resources.



Visiting DC
Discover things to see and do in our nation's capital.



CapStat
See how the CapStat program is improving

Popular Online Services

- ◆ **DMV Renewals, Online Services**
- ◆ **Find DC Government Agencies**
- ◆ **Pay Parking Tickets**
- ◆ **Visit the Taxpayer Service Center**
- ◆ **Find a DC Government Job**

Featured Sites

- ◆ **Access Information on Government Performance**
- ◆ **Search the Unclaimed Property Database**
- ◆ **Apply for a Basic Business License**
- ◆ **Search for Federal, City and Foundation Grants**
- ◆ **Find HIV/AIDS Services**

[More Sites and Services](#)

What are “top” tasks?

The tasks needed by **your largest** or **most significant** customer groups.

The tasks that have the **highest adverse impact** if they unavailable.

Top Task Worksheet

- Attempt to lay out a process to identify and assess top tasks
- Looks at a variety of information sources
- Not perfect, still a work in progress
- Takes into consideration existing tasks and potentially new tasks

Information Sources

Agency Input

Direct Customer Feedback

Site Analytics

Social Media

Market Research

Identifying Tasks Worksheet

1. Information source	2. Information source description	3. Summary of text or discussions from information sources
4. Identify Web site tasks based on each information source	5. Identify customer groups for each task (estimate group size)	6. Prioritize tasks based on importance to customer (top, med, low) If a "top" task, note the impact if unavailable.

Assessing Tasks Worksheet

Goal (how value, or ROI, can be increased)	Metric	Target
Increase use	Number of applications completed	Ten percent increase over last FY

A task can be measured in some way.
The simple presentation of information or of a form cannot.

Defining and Supporting Users' Top Tasks

Brian Dunbar

NASA Public Affairs

May 6, 2008

Agency Input

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Agency Mission Statement	NASA's mission is to pioneer the future in space exploration, scientific discovery	N/A	N/A	N/A
National Space Act of 1958	Disseminate information to the widest extent practicable	Put agency news, program and organization info on the site	All	Top – failure to do so leaves a statutory obligation unfilled
Strategic Plan	Outreach to stakeholders is a key management initiative	Include access to information for more specialized audiences	Public officials, other government agencies, academia and research communities	Top – failure to do so will be missed opportunity to connect with these audiences

Agency Input

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Management Priorities	Communicate with broad audiences about all of NASA's work	Put agency news, program and organization info on the site	Target audiences: public, K-12 teachers, students; news media	Top – failure to do so would not meet management requirements
Staff Knowledge of Customer Tasks	Discussions with editorial staff	Based on direct feedback	All	Med – Staff is looking at direct feedback

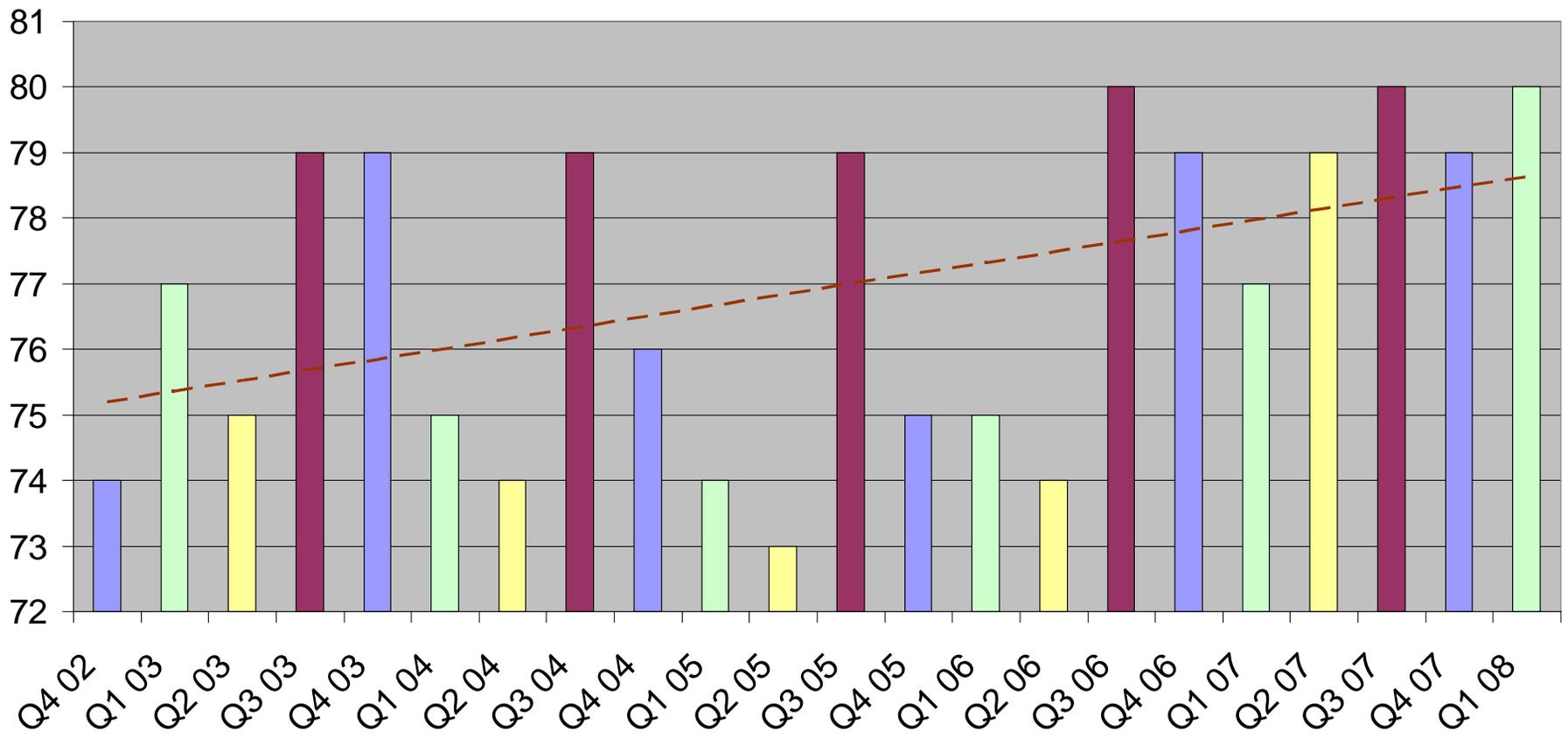
Direct Customer Feedback

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Foresee Results Survey	Customer Satisfaction data; open-ended responses to survey questions	Mission news, multimedia, educ. rscs., summary & technical info	Target audiences: public, K-12 teachers, students; news media	Top – otherwise target users won't want to visit
Call center	N/A – NASA does not have a call center			
Public e-mail	Most frequent issues: page download times and video formats; no unmet top-tasks discovered so far	N/A		

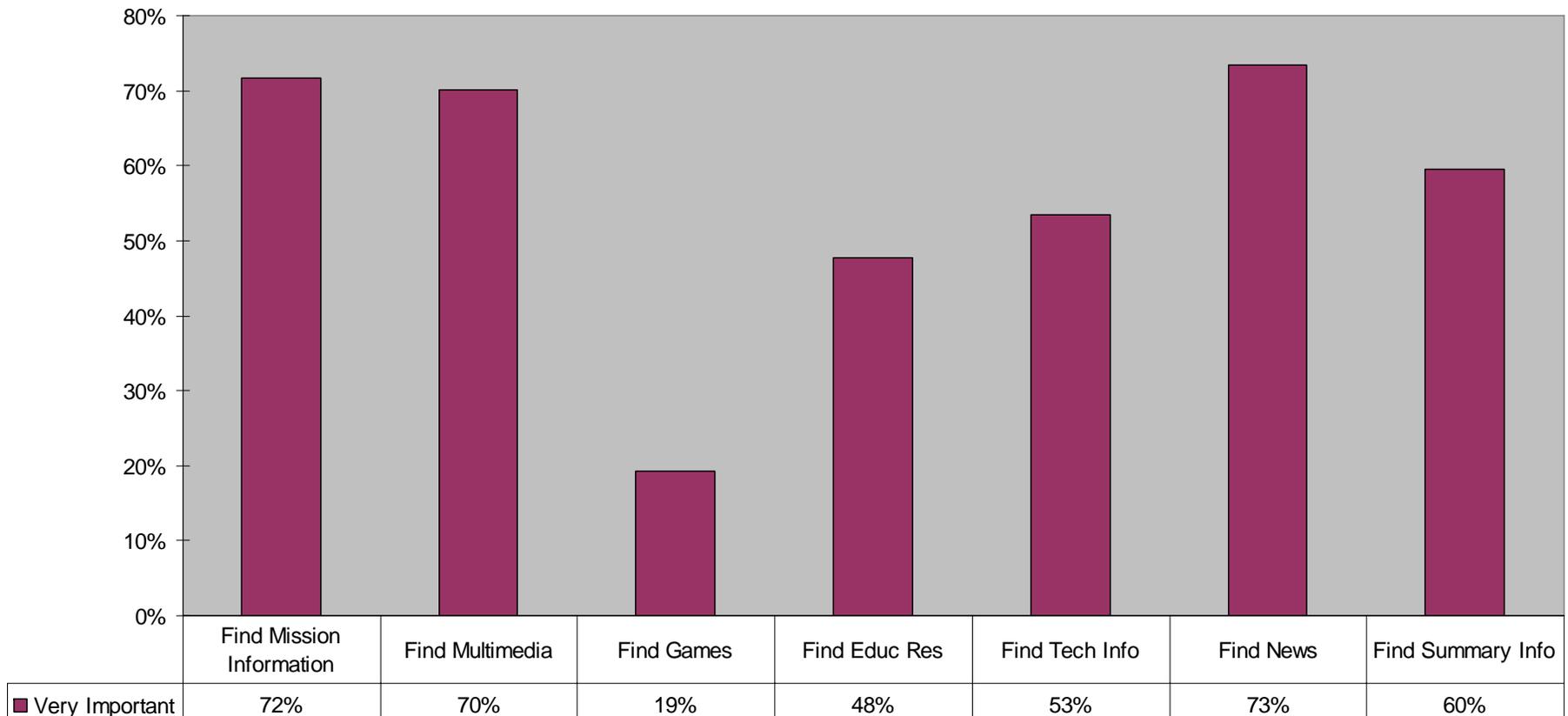
Direct Customer Feedback

- Data: Foresee Results Online Survey
 - In use since 2002
 - First finding: satisfaction goes up when we're in the news
 - Result: Emphasize news and mission coverage out front
 - Secondary finding: satisfaction rises in summer, when students visit much less
 - Result: Include students in usability testing to assess their desires

www.nasa.gov Customer Satisfaction Rating



How Important to You is . . .



Direct Customer Feedback

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Site Analytics – Most popular links from home page	Mission sections in the news; multimedia; kids	Find news and multimedia	Target audiences	Top – users would not want to return to the site
Site Analytics – most popular pages	Largely the same as above, based on long-term user feedback and redesigns	Same	Target audiences	Top – users would not want to return to the site
Search Data	Mostly general terms relating to science topics (esp. planets) and history; very "long-tail" distr,	Users are trying to find general science and historical info.	Target audiences	Top – users would not want to return to the site

Top Pages

missions

multimedia

space shuttle,
space station

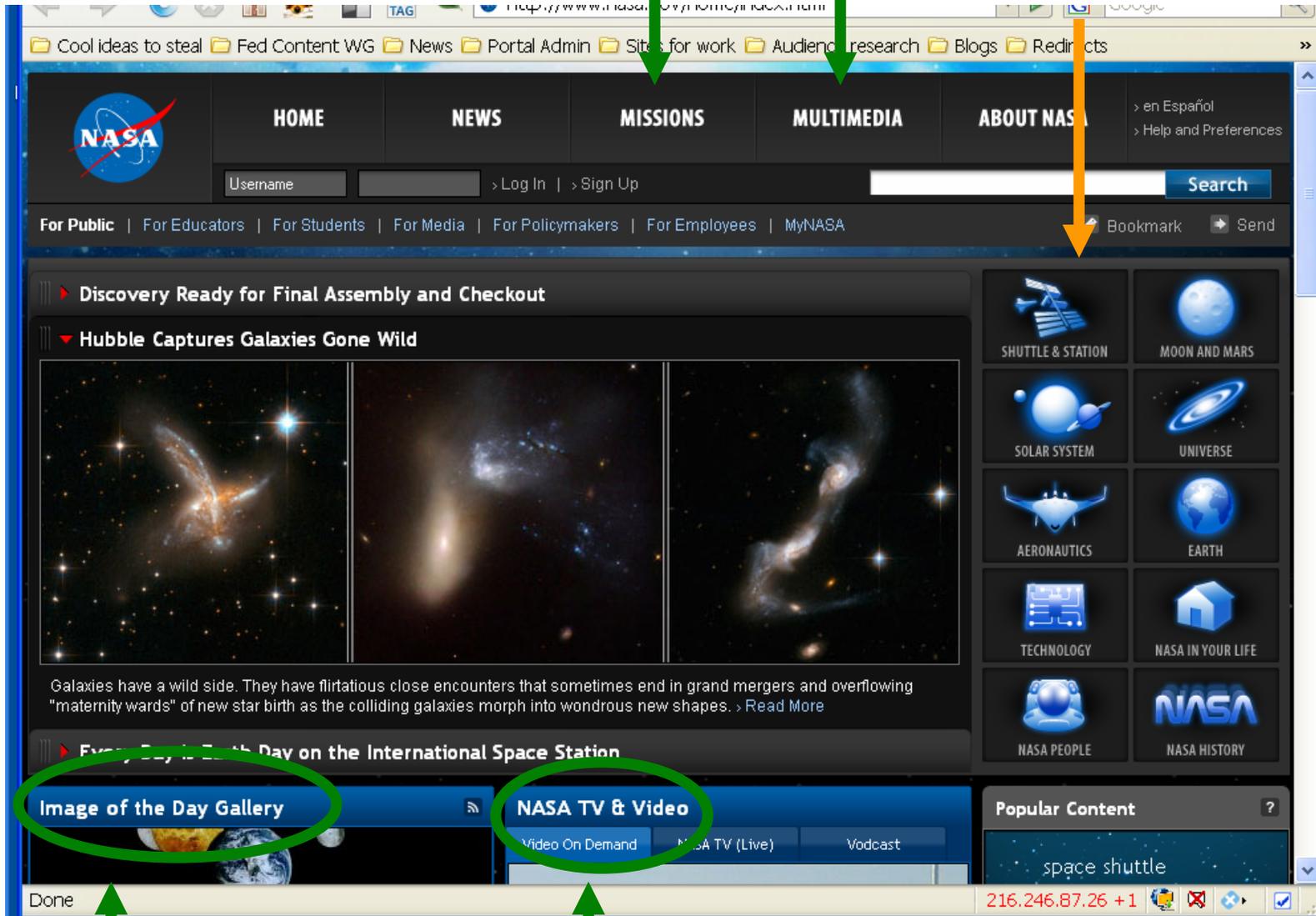


Image Gallery
Image of the Day

nasa tv,
video on demand

kids club,
Kennedy Space Center

Direct Customer Feedback

- Kids' Club is a top 10 page, why isn't it above the fold?
 - It's not "very important" to a broad section of the audience (survey data)
 - Visitors are finding it (pageview data)
 - High up in search terms, but results that users get are good (empirical, plus social search data)
- Kennedy Space Center: one of 10 centers; how to balance?
- Moral: Metrics are essential, but you'll still have to make judgment calls

Direct Customer Feedback

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Site Analytics – most popular pages	Largely the same as above, based on long-term user feedback and redesigns	Same	Target audiences	Top – users would not want to return to the site
Search Data	Mostly general terms relating to science topics (esp. planets), NASA TV, images and history; very "long-tail" distr,	Users are trying to find general science, multimedia and historical info.	Target audiences	Top – users would not want to return to the site

Top Search Terms

space shuttle international space station



moon

nasa pictures

nasa tv

pluto planets jupiter mars saturn

Social Media

1. Information source	3. Summary of text or discussions from information sources	4. Identify Web site tasks based on each information source	5. Identify customer groups for each task (estimate group size)	6. Prioritize tasks based on importance to customer (top, med, low) If a "top" task, note the impact if unavailable.
Blogs and Discussion Forums	Generally follows the news, echoing discussion in old media	Create NASA blogs. Allow users to comment directly on most content	Target audiences	Medium – minimal adverse impact
Video and Image searches	Little data	Allow users to search for mmedia distinct from HTML content; prototype beta 5/08	Target audiences	Medium + -- users are coming to expect this capability.
General awareness in social networking sites – authority imputed to NASA	Space flight, exploration, satellite observations, climate, astronomy, UFOs	Seeking out news and mission coverage; some more general information	Target audiences	Medium

BMW Sport Touring



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E30TECH

Member



Registered: Jul 24 2006

Posts: 1757

Location: Flanders, New Jersey

Space Shuttle Processing: Rarely seen by the general public

#1016238 - Fri Mar 28 2008 09:45 PM

Thought some of you NASA geeks might like to see 😊



Done

207.191.183.137



Market Research

1. Information source	3. Summary of text or discussions from information sources	4. Identify Web site tasks based on each information source	5. Identify customer groups for each task (estimate group size)	6. Prioritize tasks based on importance to customer (top, med, low) If a "top" task, note the impact if unavailable.
Competitive Analysis	NOAA (Weather, climate oceans); NSF (funding); ESA (space exploration, science)	Find climate, oceans information; funding N/A; ESA complementary rather than competitive	Target audiences	Low – already doing or N/A
Popular Trends	Media stories are generally in sync with web page; occasionally require reaction	Users looking for “breaking news”, e.g., IG reports	Target audiences	Top – credibility is at stake
Research Studies	Target audience 18-24 looking for social media; more people continue to go online for gov’t, science info	Comment on content, polls and quizzes; more sophisticated content req. more resources	Young adults and teens	Medium but growing – this content is needed for nasa.gov to continue to be taken seriously by young audiences

Movers & Shakers Traffic Graph

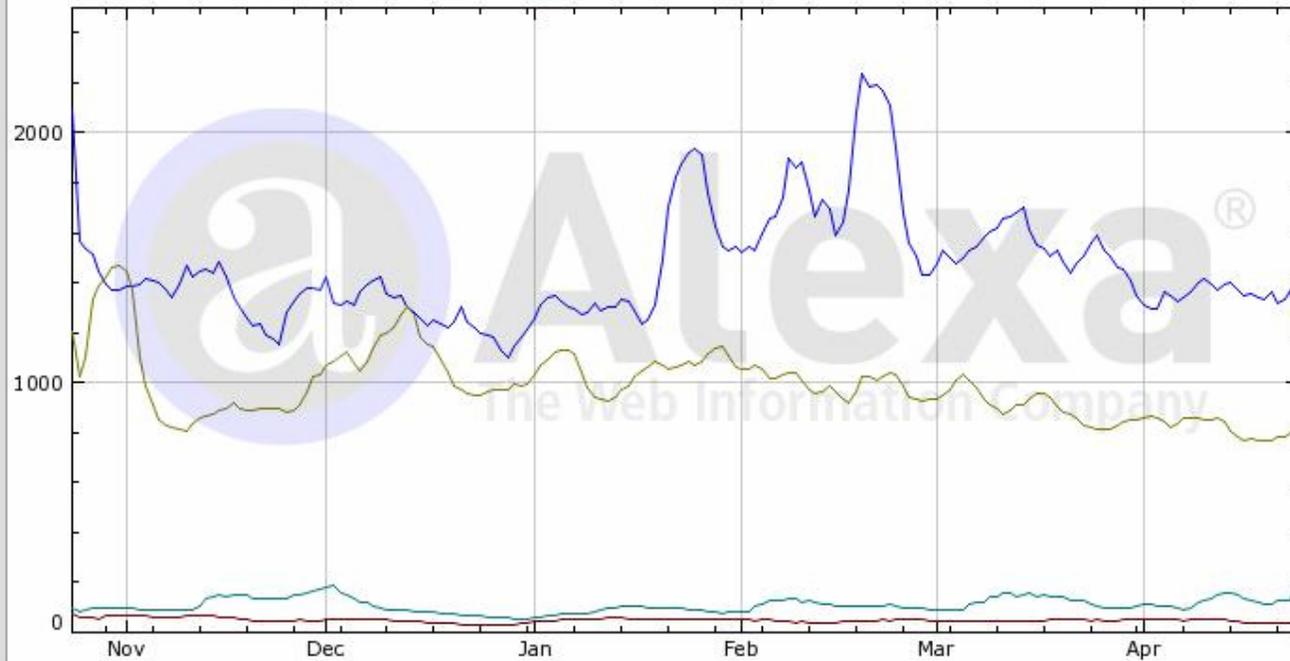
Sites that are zooming up the Alexa traffic rankings in the last week. [More about Movers & Shakers.](#)

+ + + +

Reach Rank Page Views Range: 7d 1m 3m **6m** max

Daily Reach (per million)

nasa.gov nsf.gov noaa.gov esa.int



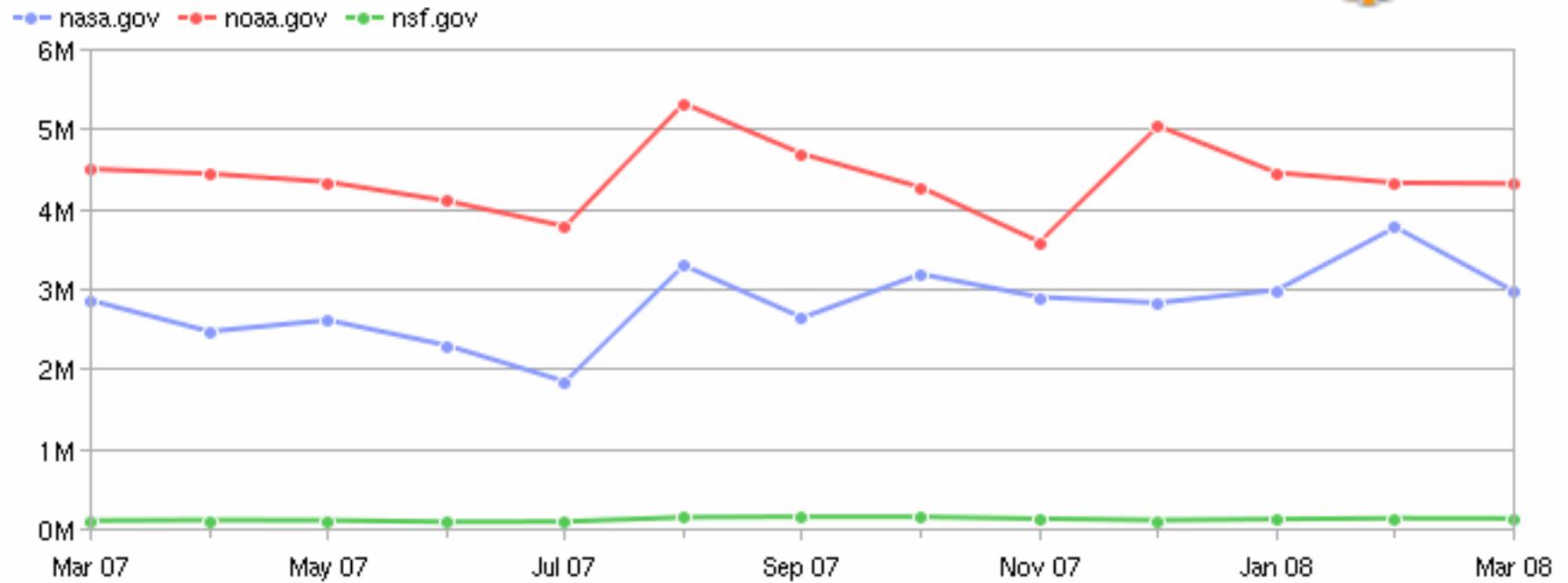
©2008 Alexa

2008 Apr 24

[Put this graph on your site!](#)

[Permalink](#)

People Count

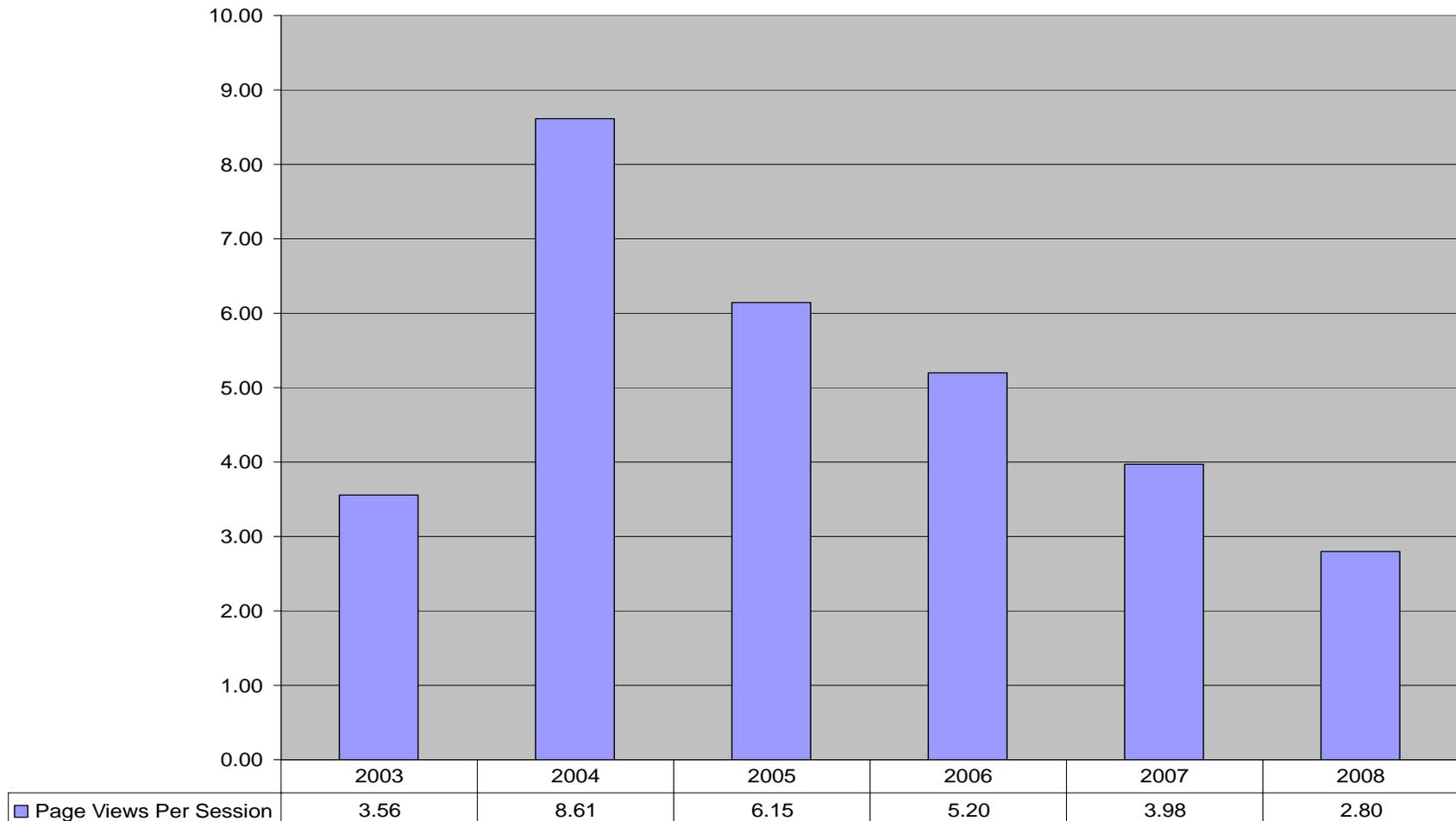


Putting it All Together

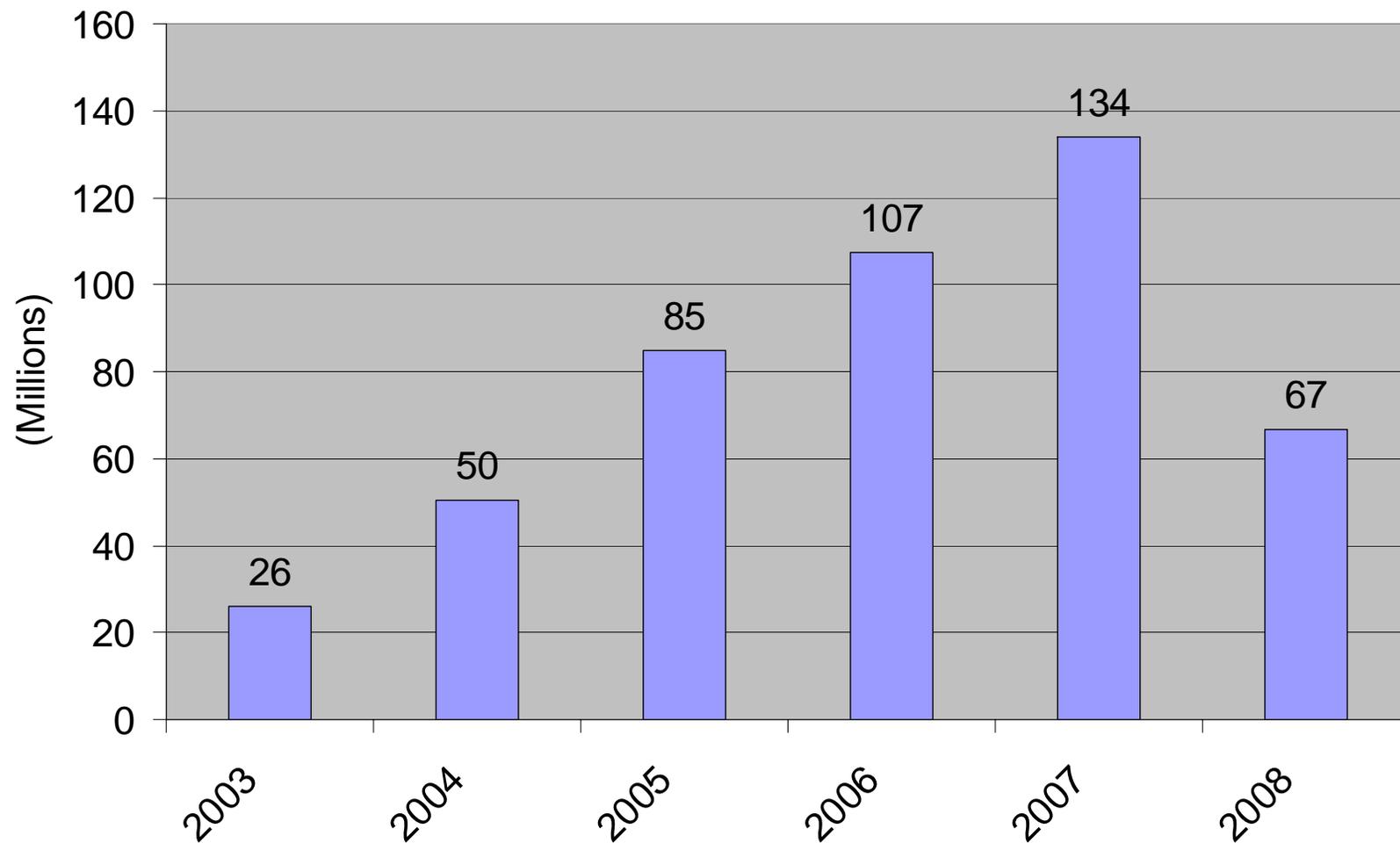
- Focusing on users' top tasks through three redesigns of nasa.gov (1997, 2002-03, 2007) has led to increased traffic and customer satisfaction
- Metrics on top tasks can steer you through HIPPO-infested waters
- Combined with other data, it has also helped us to answer some difficult questions . . .

Did Our Redesign Work?

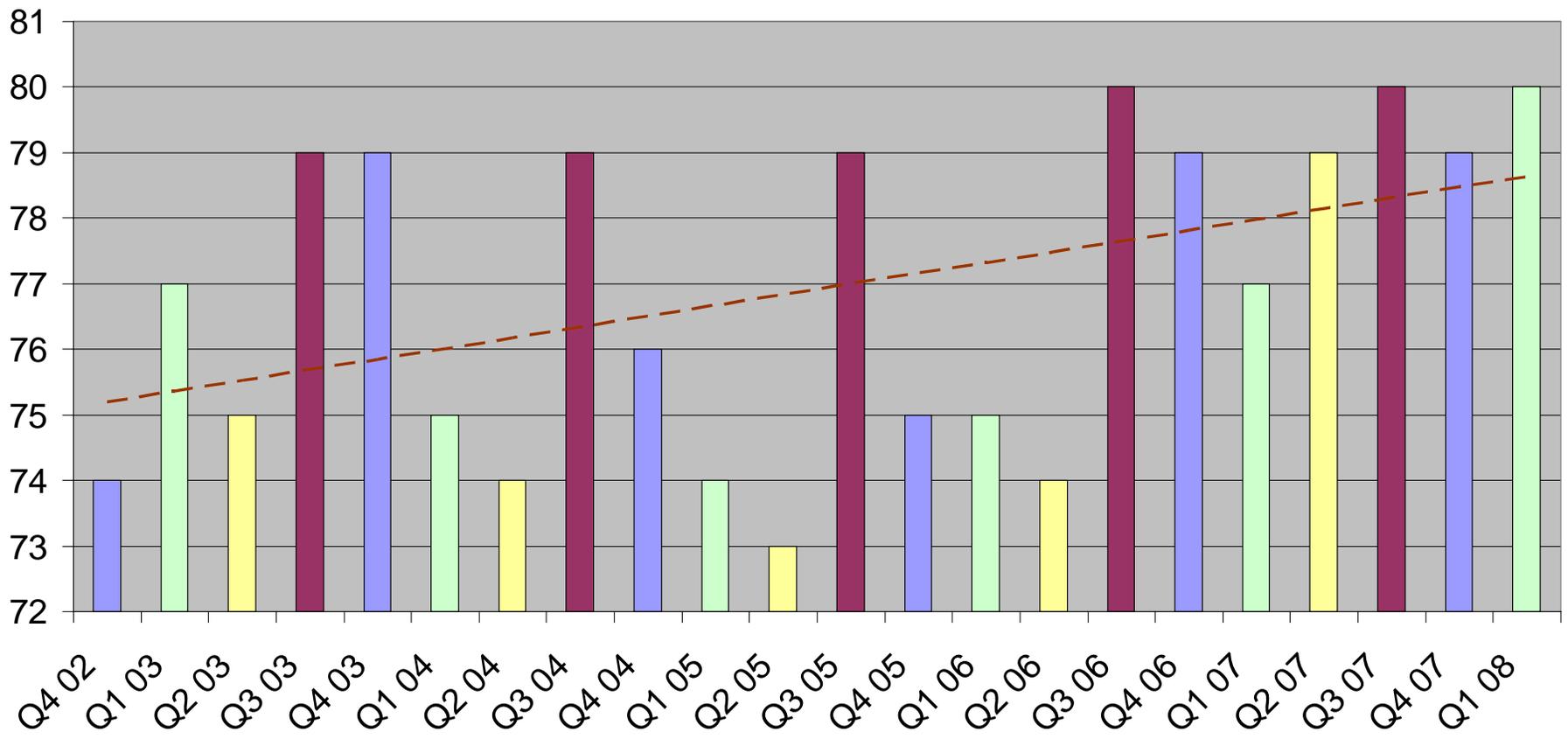
Page Views Per Session



www.nasa.gov User Sessions



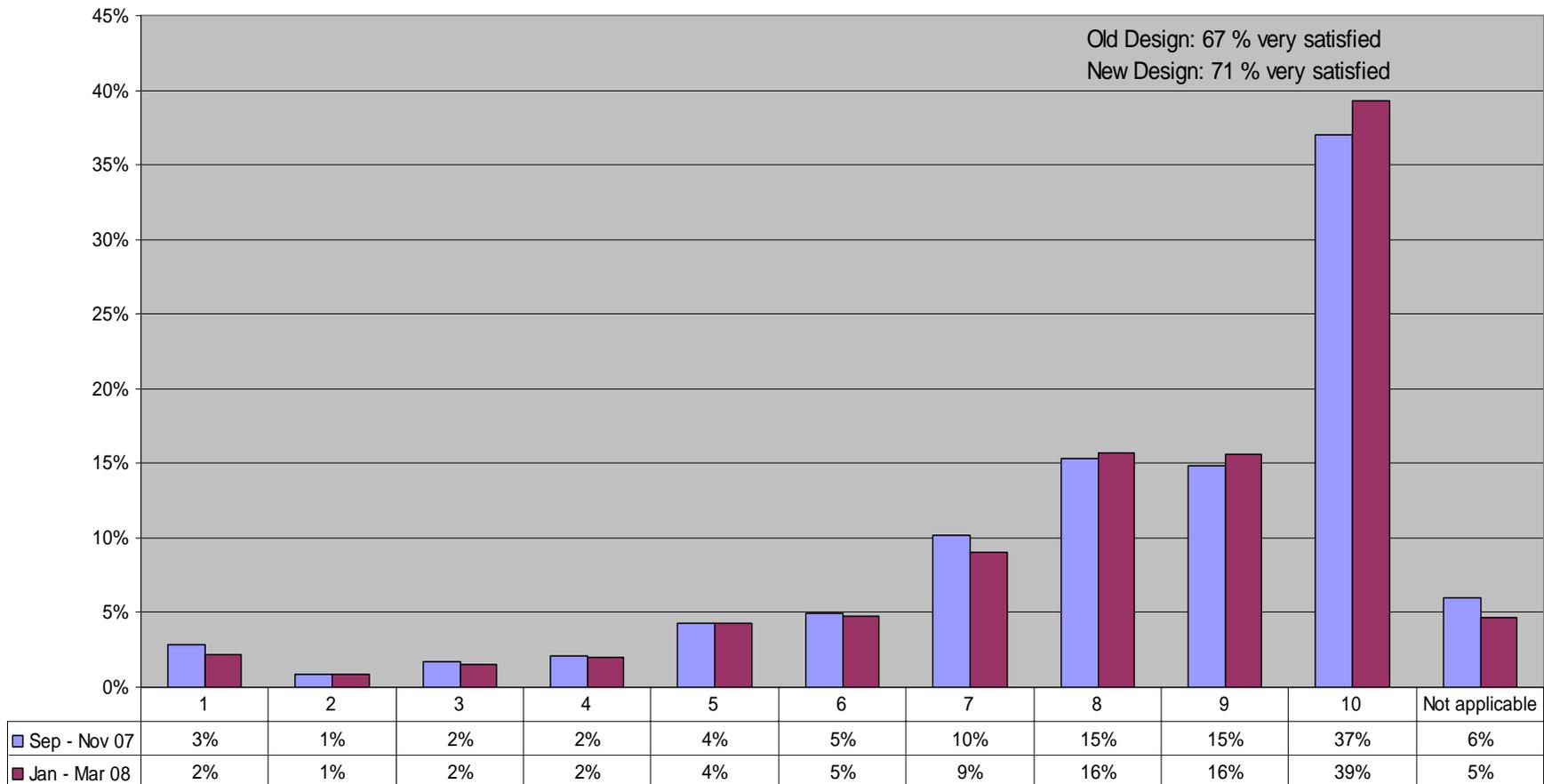
www.nasa.gov Customer Satisfaction Rating



Redesign Effect on a Top Task

How Satisfied Are You With: Finding Multimedia

1: Extremely Dissatisfied; 10: Extremely Satisfied



Summary: Effect of the Redesign

Steadily increasing overall customer satisfaction

x Substantial increase in visits

- Fewer page views per visit

+ Larger portion of visits start on deeper pages

+ Larger portion of visits are direct (e.g., via bookmarks, not search engines)

- Lower ratio of within-site search queries per visitor sessions

+ Increased customer satisfaction for search, nav

+ Top task satisfaction steady or growing

= Our users are finding what they want more quickly and easily, and getting on with their lives

Quick and Easy Customer Profile

Nicole Burton

Usability Specialist

General Services Administration

May 6, 2008

Quick and Easy Customer Profile

- Assess customers and tasks quickly
- Handle multiple websites
- Improve communication about top tasks
- Less comprehensive than Metrics Worksheet

Quick and Easy Customer Profile

The screenshot shows the Webcontent.gov website interface. At the top, there is a navigation bar with the site logo and a search box. Below the navigation bar, there are several menu items: Home, About Us, FAQ's, Topics A-Z, Contact Us, and Jobs. The main content area is titled 'Task-Focused Templates and Resources' and contains a list of links to various templates and resources. A sidebar on the left lists various site topics such as 'Requirements & Best Practices', 'Managing Content', 'Usability & Design', etc. The page also includes a 'Last Updated' date of April 22, 2008.

Webcontent.gov
Your Guide to Managing U.S. Government Websites

Home About Us FAQ's Topics A-Z Contact Us Jobs

Site Topics

Requirements & Best Practices

Managing Content

Usability & Design

Management & Governance

Improving Your Website

Using Technology

Resources & Tools

Getting Started

Get E-mail Updates

Home > [Managing Content](#) > Task-Focused Resources

BOOKMARK

Task-Focused Templates and Resources

- [Quick-and-Easy Customer Profile Template and Instructions](#)
(MS Word doc, 54KB, 3 pages, 12/2007)
 - Customer Profile, Example 1: [ConsumerAction.gov](#)
(PDF 55KB, 2 pages, 12/2007, requires [Adobe Acrobat Reader](#))
 - Customer Profile, Example 2: [FEMA.gov](#)
(PDF 54KB, 2 pages, 12/2007, requires [Adobe Acrobat Reader](#))
 - Customer Profile, Example 3: [GSA.gov](#)
(PDF 54KB, 2 pages, 4/2008, requires [Adobe Acrobat Reader](#))
 - Customer Profile, Example 4: [USA.gov](#)
(PDF 308KB, 2 pages, 4/2008, requires [Adobe Acrobat Reader](#))
 - Customer Profile, Example 5: [Webcontent.gov](#)
(PDF 53KB, 2 pages, 4/2008, requires [Adobe Acrobat Reader](#))
- [Metrics Worksheet for Identifying Critical Tasks](#)
(MS Word doc, 70KB, 2 pages, 12/2007)

Last Updated: April 22, 2008

www.usa.gov/webcontent/managing_content/task_focused_resources.shtml

Q&E CP

- Template
- Example: ConsumerAction.gov

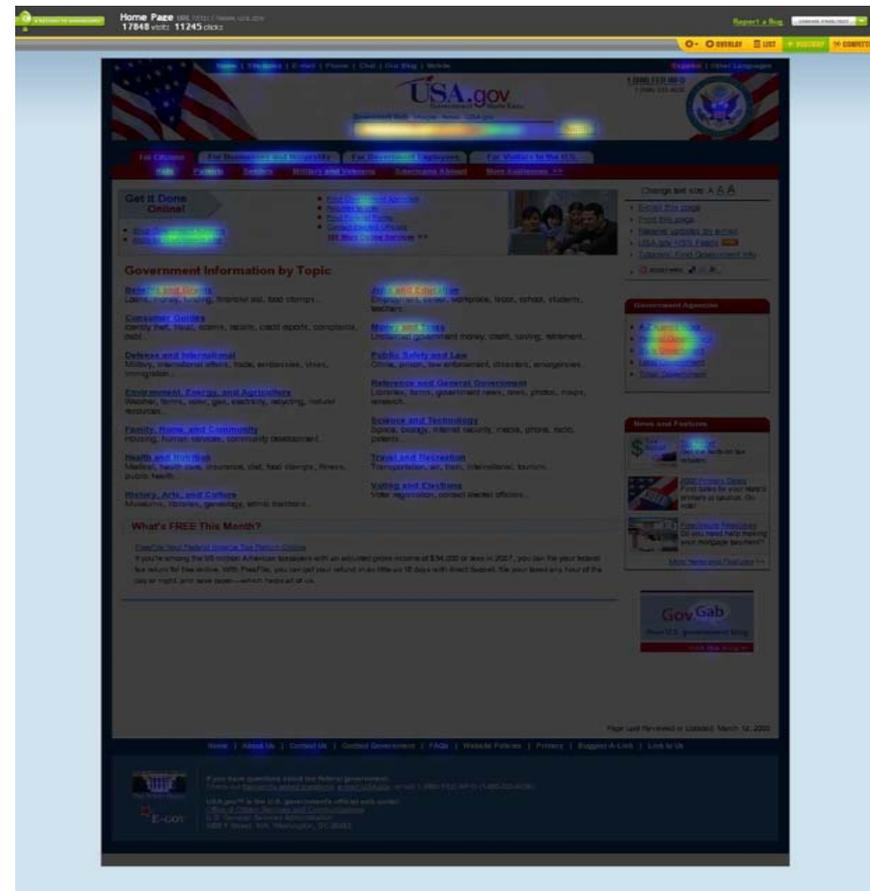
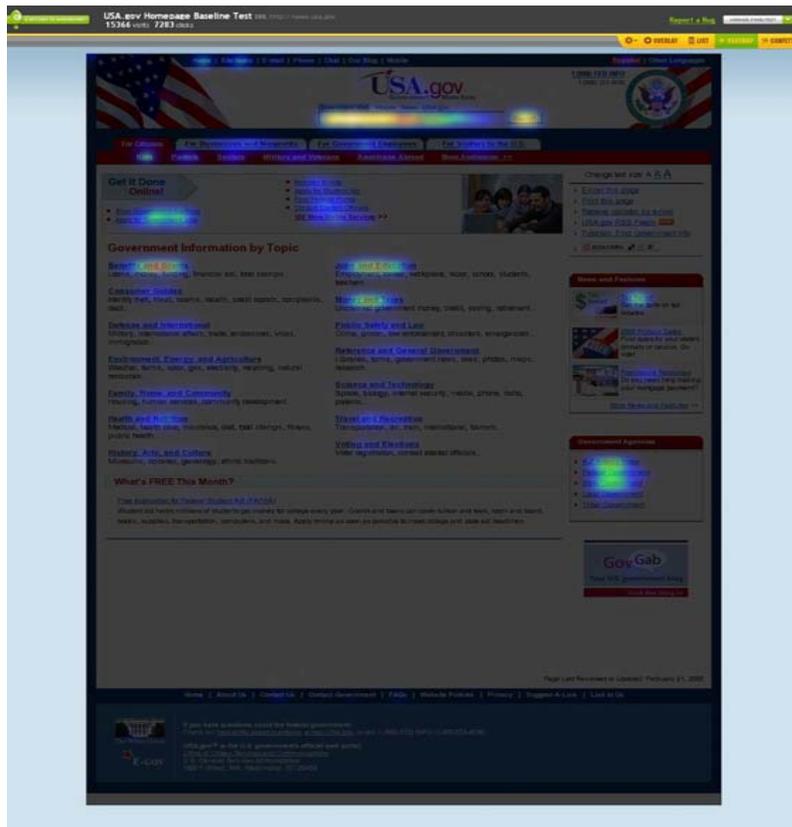
Tips for Preparing Q&E CP

- Use the template
- Follow the instructions
- Refer to your metrics
- Capture observations and ideas
- Share and get feedback
- Set a date for website improvements!

Comparison Testing

- Also called A/B Testing or Split Testing
- Make incremental design improvements
- CrazyEgg.com (free version)
- Demo Crazy Egg

USA.gov Gov Agencies Test Results (Baseline & Test 2)



Comparison Testing Using Crazy Egg

1. Identify web pages to test; document goals; change only one element at a time
2. Schedule tests to avoid holiday weeks
3. Subscribe to software and set up on selected web pages
4. Begin test
5. Analyze results: Did you meet goals?
6. Document results and recommendations; share with web team
7. Comparison test next element

Top Metrics for Top Tasks: Social Security Administration

Tim Evans

Program Analyst, Office of
Electronic Services

Social Security Administration

Top Metrics/Tasks—ssa.gov

- Demographics/Workload Issues Force SSA to Focus on Top Tasks
- What customers tell us about their Top Tasks: Our Metrics
- Resolving Dissonance in Top Task, Multi-Source Metrics

Social Security's Environment

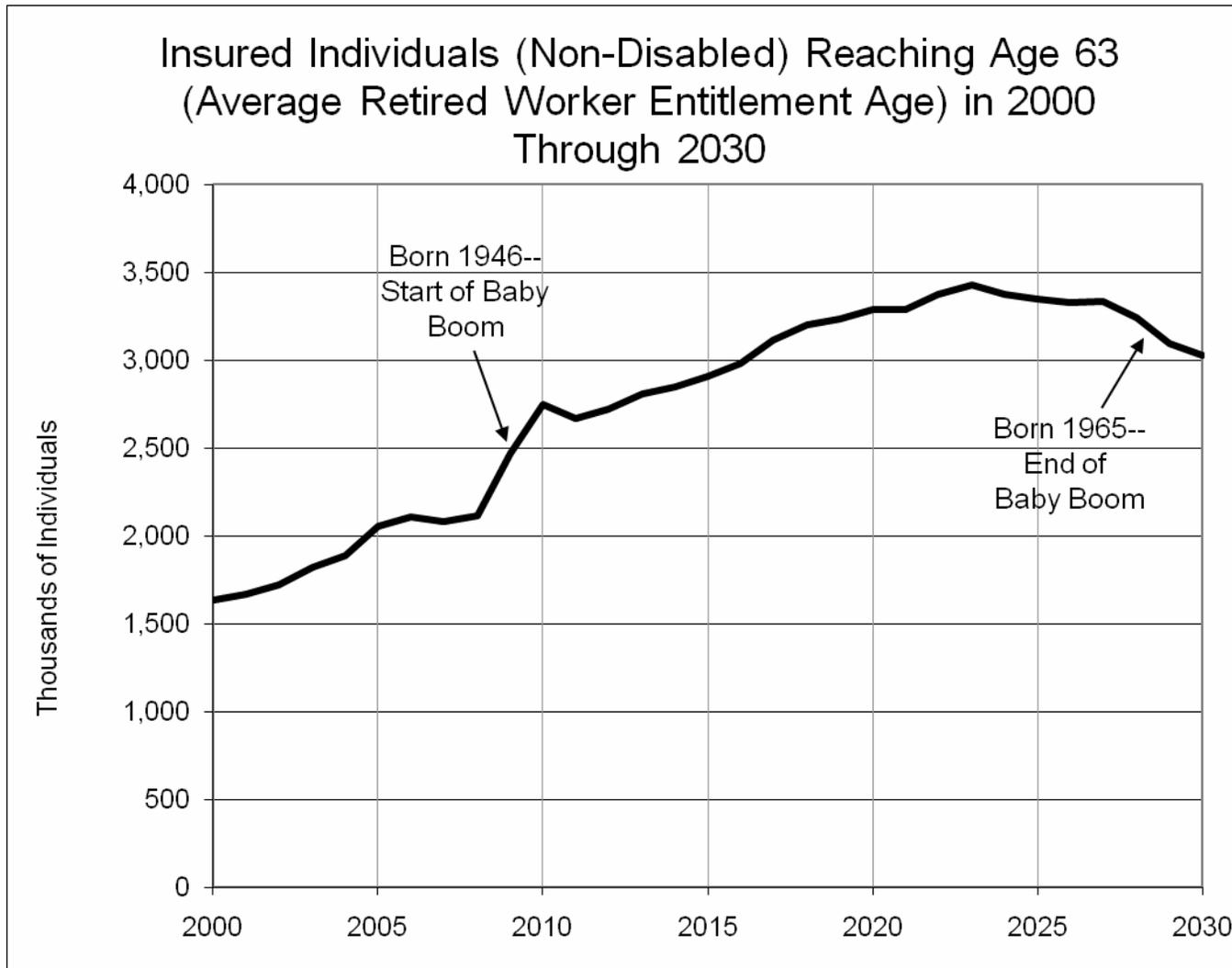
- **Demographics**
 - 78 million baby boomers (born 1946-1964)
 - First Boomer turned 62 1/1/08—applied Oct 15
 - Number will peak in 2019 at **3+ million**
- **Workload/Budget**
 - 40% of SSA employees retirement-eligible by 2010
 - Retirement claims will increase by 40%, Disability by 10%, in next decade
 - Significant unaddressed future workload in current budget environment

Environment Forces Top Tasks

We don't have an alternative

- Must improve the quality of eServices and expand its role as a service delivery tool, handling a more significant portion of the work in the coming years
- Must make its online services the best they possibly can be
- Rapidly rising public expectations
- Analytics central to measuring success and identifying obstacles to it

SSA Workload Rising Rapidly



Avinash's Trinity of Metrics Data

- **Behavior:** What Visitors Do on a Website
- **Outcomes:** How successful visitors are
- **Experience:** How happy visitors are

Avinash Kaushik, *Web Analytics: An Hour A Day* (See <http://www.kaushik.net/>)

SSA's Top Tasks by Workload

- **Internet Social Security Benefits Application (ISBA)**
 - Retirement: 13.6% (183K) of YTD workload, up 42% over FY07 YTD
 - Disability: 9.3% (110K) of YTD workload, up 63% over FY07 YTD
- **Electronic Wage Reports:** 200 Million
- **Main Web Site:** 31 Million visits
- **FAQ's:** 13.8 Million
- **Post-entitlement services:** 1.8 Million

Visitors' Top Tasks ($\geq 5\%$)

- Apply for Benefits: 9%
- Get info about Disability Program: 9%
- SSN/Name/Address Change: 9%
- Estimate My Future Benefits: 7%
- See if I Qualify for Benefits: 6%
- Plan Retirement: 5%
- Svcs for Employers, Businesses: 5%

Source: ACSI Main Site survey, 2/4/08-3/16/08

Top Tasks: Success/Satisfaction

- Apply for Benefits: 56%; 65
- Info about Disability Program: 56%; 78
- SSN/Name/Address Change: 57%; 72
- Estimate My Future Benefits: 75%; 84
- See if I Qualify for Benefits: 48%; 73
- Plan Retirement: 66%; 74
- Services for Employers/Businesses: 62%; 60
- **Overall: 53% Successful; Sat: 69**

Behavior: ISBA Start Page

They Did:	February	March	Δ
Viewed	431,447	568,185	31.7%
Entered	342,230	446,605	30.5%
Visited	267,482	324,007	21.1%
Searched	49,628	98,469	98.4%
Spidered (Search engines visited)	302	476	57.6%

Searches: ISBA Start Page

They Searched at:	February	March	Δ
google	16,200	30,565	88.7%
yahoo	1,740	3,025	73.9%
aol	49	1,698	3365.3%
msn	692	1,345	94.4%
...			
SSA internal	16	32	100.0%

Observations—ISBA Metrics

- Customers find their way to the page without much help from SSA (just handful of links site-wide to ISBA start)
 - Home page constitutes only 1/3 of accesses of application start page
 - Internal Search Engine does not help customers find the application
- Instrumenting the application so SSA can readily identify specific problems with it should be a priority.

Effects of FAQ's on Workload

- ***If no FAQ's, how contact SSA?***
 - *Call 800 Number:* 39%
 - *Call Local Office:* 20%
 - *Visit Local Office:* 10%
 - *Send E-Mail:* 16%
 - ***Total High-Cost Contacts: 85%***
- ***What do you plan to do next?***
 - *Call 800 Number:* 13% (-67%)
 - *Call Local Office:* 8% (-60%)
 - *Visit Local Office:* 21% (+110%)
 - *Send E-Mail:* 6% (-62%)
 - ***Total High-Cost Contacts: 48% (-44%)***

Resolving Multi-Source, Dissonant Data

- ACSI Survey on ISBA: Steady at 86-88 for 12 Quarters
- Main Site survey
 - Primary Purpose—Apply for Benefits & **Successful**; Satisfaction at 88
 - Primary Purpose—Apply for Benefits & **Not Successful**: Satisfaction at <20
 - Need to dig more deeply into this latter group via analysis of Open Ended question about why they failed
- *SSA Retirement Planner* ACSI survey: around **half are interested in filing online**, esp. if on-line help available

SMART Criteria; Metrics Tools

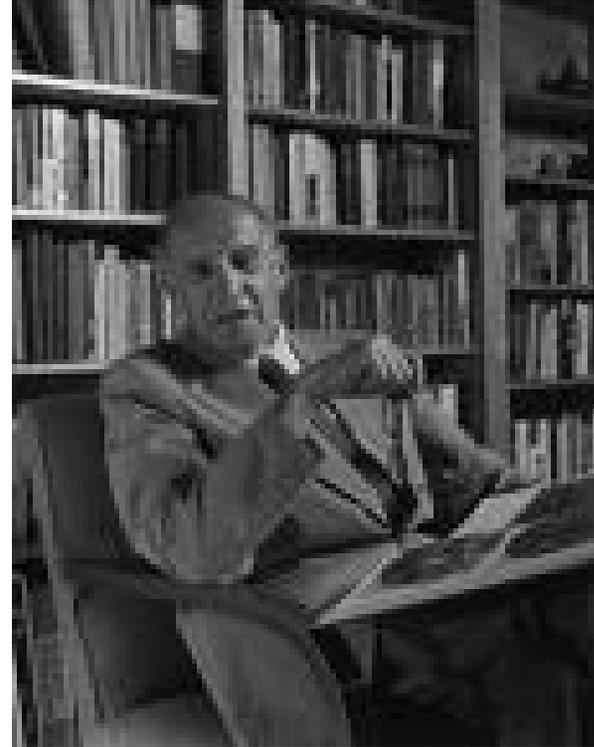
Joe Pagano

Library of Congress

May 6, 2008

S.M.A.R.T. Criteria

Specific
Measurable
Achievable
Relevant
Time bound



***“What gets
measured gets
done...”***

Peter Drucker

S.M.A.R.T.

SPECIFIC: clear and focused to avoid misinterpretation. Should include measure assumptions and definitions and be easily interpreted. Must avoid ambiguous terms like “outstanding, excellent, world class”



S.M.A.R.T.

MEASURABLE - can be quantified and compared to other data. Avoid "yes/no" measures except in limited cases, such as start-up or systems-in-place situations.



Is there a reliable and accessible system in place to measure progress towards the achievement of the Annual Strategy?

S.M.A.R.T.

ACHIEVABLE - attainable, reasonable, and credible under conditions expected. There is a likelihood of success but that does not mean it will be easy or simple.



With a reasonable amount of effort and application can the objective be achieved...resources?

S.M.A.R.T.

RELEVANT - points toward achieving the strategic goal & outcome as well as the annual strategy.

Is the performance target being set:

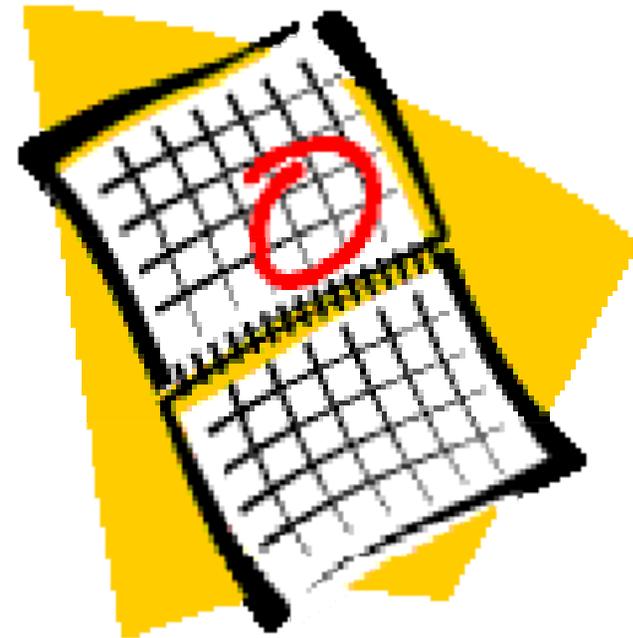
- (1) something the organization can actually impact or change and
- (2) important to the organization?



Do those responsible for achieving the annual strategy and its performance targets have the necessary knowledge, authority and skill?

S.M.A.R.T.

TIME BOUND – doable within the time frame given.



In other words, it's not simply, "Increase Library holdings by 2 percent;" it's "Increase Library holdings by 2 percent within the next 12 months."

Example: measure | target | actual



Program Result: *Met Expectations*

Overall, DC Public Library met expectations in this program.

Measure 1.1: Percent of public, private and charter elementary schools and licensed child care homes that expose children to reading opportunities through visits to and/or from the library

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	50	50	50	60
Actual	N/A	48.61	60.44	77.58	-

Note: New measure added in FY 2005. FY 2006 and FY 2007 target increased from 4.0 and 4.5, respectively to 50 percent at agency request (2/06).

Measure 1.2: Percent of children in the District between birth and 19 exposed to reading opportunities through enrollment in the Summer Quest reading program

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Target	N/A	15	15	15	25
Actual	N/A	14.58	44.32	90.08	-

Five Facets of Web Metrics



Metrics Tools

- Considerations when selecting
 - Technology
 - Support
- Metrics for the enterprise
 - Simple economics
- Those EULA things
 - If you go it alone, beware!

Metrics and Organizations

Gently paraphrased or quoted from the book, Competing on Analytics: The New Science of Winning by Thomas H. Davenport and Jeanne G. Harris

- Decision making at high levels does not always focus on rigor and dispassionate analysis, but instead on “vision”.
- Organizations lack people eager to do good analytic empirical work and analytical work is seen as the last resort by those unfamiliar with “proper methods”.
- “People tend to win over ideas rather than the reverse.”

Open Discussion

Three Takeaways

-
-
-

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