

# Customer Experience Support for Performance.gov

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October 2021



GSA

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# The Journey Ahead for Performance.gov

## What We Did

Performance.gov has embarked on an ambitious journey to understand the customer experience and become more customer-centric. Our team performed **user research, customer interviews, site design evaluation, Google Analytics assessment**, and used the analysis to build representative customer personas.

## What We Found

Customers are largely unaware of the site, its purpose, or benefits. The perceived value is being diminished by **competing sources, limited visualization choices, stale data, and lack of relevance and trust**. Design elements are outdated and there is minimal operational support to manage customer feedback and continuous improvements. Culture and process in the environment do not facilitate data-driven decisions, transparency, and progress.

## What We Recommend

We recommend focusing on high impact groups, measuring success, and prioritizing development in five key areas: **awareness, value, design, culture, and operations**. This approach can unlock the value of performance.gov and create opportunities to share the people and stories behind the data.



### Awareness

Select a primary customer and focus messaging to drive awareness with high value target audiences.



### Value

Provide valuable insights for customers that are unique and customizable.



### Design

Design online experiences that align to the customer journey, puts them in the center, and helps them achieve their purpose.



### Culture

Foster a culture that increases collaboration, leverages shared resources, removes silos, and offers mutually beneficial outcomes.



### Operations

Establish a GSA CX Program to manage customer feedback, monitor usage data, manage product backlog, and drive continuous improvement.

# What We Did

Performance.gov has embarked on an ambitious journey to understand the customer experience and become more customer-centric. We performed an in-depth analysis of Performance.gov and developed recommendations for improved customer experience.

## Research & Analysis

The team performed four major research activities to better understand Performance.gov's current state, customers, and pain points to define an improved future state vision:

- ❖ **Performed an in-depth site navigation audit** by Grant Thornton CX subject matter experts
- ❖ **Reviewed Google Analytics usage data** to better understand the number of site users, how long they stay engaged, and what specific information they are seeking.
- ❖ **Facilitated six customer interviews** with representatives from the two customer cohorts:
  - ✓ Content Creators
  - ✓ Content Users
- ❖ **Analyzed historical documentation**
  - ✓ 18F Foundation Engagement report
  - ✓ current P.gov strategy
  - ✓ GSA brand strategy artifacts
  - ✓ recent GSA focus group artifacts
  - ✓ Performance.gov prototypes
  - ✓ Policies and requirements

**Outcome:** a clear picture of what the customer base looks like, including needs, goals, and pain points. This report focused primarily on **content users** and provides our analysis of their challenges and our recommendations.

## Tools & strategies developed

4 comprehensive content user profiles

5 thematic pursuits

3 content user needs and goals

❖ Repository of KPIs and metrics

❖ User Experience Design best practices

# What We Found

Customers are largely unaware of the site, its purpose, or benefits. The perceived value is being diminished by **competing sources, limited visualization choices, stale data, and lack of relevance and trust**. Design elements are outdated and there is minimal operational support to manage customer feedback and make continuous improvement. Culture and process in the environment do not facilitate data-driven decisions, transparency, and progress.

"I was not **aware** of this site"

"Even if I found the data I needed, I wouldn't **trust** it"

"Feels like agencies are **siloed**"

**Outcome:** We found that **policy professionals** are a high value customer segment because of their mission to shape policy and ability to influence policy makers. Focusing on this segment will provide **maximum impact**.

# What We Recommend

Using the tools and strategies identified in this report, we recommend *focusing* on high impact groups, *measuring* success, and *prioritizing* development in five key areas: **awareness, value, design, culture, and operations**. This approach can unlock the value of performance.gov and create opportunities to share the people and stories behind the data.



## Awareness

Select a **primary** customer and focus messaging to drive awareness with high value target audiences.



## Value

Provide valuable **insights** for customers that are unique and customizable.



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Design online experiences that align to the **customer journey**, puts them in the center, and helps them achieve their purpose.



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Establish a **GSA CX Program** to manage customer feedback, monitor usage data, manage product backlog, and drive continuous improvement.



## Culture

Foster a culture that increases **collaboration**, leverages shared resources, removes silos, and offers mutually beneficial outcomes.

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# Customer Interviews

# Feedback from content users

## Congressional Staffer

“Don’t just throw more money at the problem. Provide people with clarity on where to go, why to go there, clear source of truth, and no agency contradictions.”

“I was not aware of this site, but even if I found the data, I needed I wouldn’t trust it because it’s a favorable set of data points. How would I begin to interpret the data if I could trust it?”

## Taxpayer

“I was not aware of this site, but I would typically use a mobile app from a news source or Google if I was looking for this type of information.”

“There needs to be flexibility. Not all agencies are the same even if they are tasked with the same obligation. It’s hard to translate data across agencies”

## Policy Professional

“There’s a content problem and it’s not designed for users. No continuity of data, no version control, goals often have 3-yr horizon, congressional justification not accessible”

“Third-party sites only exist because government sites don’t provide what users need. Sync data with other sites and make it consistent and reliable across sources.”

## Federal Agency Manager

“Feels like agencies are siloed in perspective; we often lose sight of CAP goals because my agency isn’t measured against it every day.”

“I wasn’t aware of this site. I typically go to data.gov or WSJ. I’m not always sure if GSA has what I’m looking for unless it’s a 10x program or CAP.”



# POLICY PROFESSIONAL



Policy Professional

"It's mostly useless to me...It's set up so you have to somehow magically find the right links if you want the correct information you're looking for."

**Age:** 41

**Work:** Third Party Organization

**Location:** Washington, DC

## BIO

The Policy Professional serves as President of a non-profit organization that performs advocacy, research, and education on government performance and transparency. With over ten years of experience in the federal government overseeing policy and research teams, writing executive branch budget proposals, and encouraging increased capacity for evidence-based practices across the government, the Policy Professional is an expert in data, evaluation's, statistical evidence, and information policy. Their main desire is to improve government transparency and accountability when providing performance data.

*The Policy Professional is aware of Performance.gov as a resource to access Government performance data but does not use it due to a low level of trust in its accuracy and relevance.*

## CURRENTLY USED RESOURCES

- Performance.gov
- **Agency websites**
- News/Social Media
- **Peers/Word-of-mouth**

## MOTIVATIONS

- Ability to rapidly discern the accuracy of agencies' performance data
- Meet policy requirements and transparency obligations
- Spot flaws and errors in agency reporting to confirm consistent data is provided to the public

## PRIORITIZATION OF NEEDS

Based on high level design best practices and agency performance data

1. Credibility



3. Conventionality



2. Consistency



4. User-Centricity



## GOALS

- Rapidly discern agency performance goals and progress
- Data in raw form that can be visualized in a customizable way

## PAIN POINTS

- There is an overall lack of awareness of agency performance data sites
- There is no archiving on Performance.gov that makes it historically relevant

# CONGRESSIONAL STAFFER



Congressional Staff

*"People need to know: Where am I going and why am I going there? And who determines that the information is accurate?"*

**Age:** 40

**Work:** Senate Committee Staffer

**Location:** Cincinnati, Ohio

## BIO

The Congressional Staffer is a Senate Committee Staffer who provided counsel for the Senate Judiciary Committee and oversight of the Department of Justice as well as other government agencies for over ten years. From an oversight role, they were interested in agency performance, assuring agencies were meeting their mandated standards on providing information to the public and upholding transparency in their processes. Their main desire is to be able to find clear, accurate, and relevant performance information across all executive branch agencies that is easily assessable and consumable.

*The Congressional Staffer is not aware of Performance.gov as a resource to access Government performance data.*

## CURRENTLY USED RESOURCES

- Performance.gov
- **Agency websites**
- News/Social Media
- Peers/Word-of-mouth

## MOTIVATIONS

- Improve government performance
- Meet policy requirements and transparency obligations
- Spot flaws and errors in agency reporting to confirm consistent data is provided to the public

## PRIORITIZATION OF NEEDS

Based on high level design best practices and agency performance data

1. Credibility



3. User-Centricity



2. Consistency



4. Navigability



## GOALS

- Be able to easily compare data across agencies
- Accurately highlight agency performance gaps and barriers
- Spend less time looking for trusted performance information

## PAIN POINTS

- Quality of agency reporting is very inconsistent
- Lack of awareness and no inherent trust of performance information provided on non-agency sites
- Agency reports aren't usually customer friendly or easily consumable

# TAXPAYER



Taxpayer

*"I need Performance.gov to be more accessible and available to be easily consumed via my mobile device."*

**Age:** 32

**Work:** Agency Contractor

**Location:** Atlanta, Georgia

## BIO

The Taxpayer served in Lead, Manager, and Practitioner roles as a contractor at the Centers of Disease Control and Prevention (CDC) over a span of six years. They played major roles in design revisions to CDC.gov home and top-tier pages, establishing standards, and co-leading the 100+ member UX Community of Practice. They currently are the Director of User Experience at Florence Healthcare. The taxpayer's main desire is be able to easily access reliable and relevant agency performance data via both their computer and mobile device.

*The Taxpayer is not aware of Performance.gov as a resource to access Government performance data.*

## CURRENTLY USED RESOURCES

- Performance.gov
- **Agency websites**
- News/Social Media
- Peers/Word-of-mouth

## MOTIVATIONS

- Manage company's user experience team
- Meet customer needs by ensuring their software is intuitive and follows through with its promises
- Ability to communicate easily with clients and team members

## PRIORITIZATION OF NEEDS

Based on high level design best practices and agency performance data

1. Credibility



3. Responsivity



2. User-Centricity



4. Consistency



## GOALS

- Build an improved customer experience at the company
- Have quick and easy access to agency performance via a mobile device
- Environmentally conscious, wants archiving system of performance to be digitized and available

## PAIN POINTS

- There is an overall lack of awareness of agency performance data sites
- Agency performance data can be hard to consume and understand

# FEDERAL AGENCY MANAGER



## Federal Agency Manager

"If I was a citizen looking into climate, I'd probably just Google key words. I wouldn't know where to look, I wouldn't even think about performance."

**Age:** 50

**Work:** Agency Manager

**Location:** Washington, DC

**BIO** The Agency Manager is a Program Manager with over seven years of strategic planning and performance management experience working under the Department of Transportation (DOT). They are heavily involved in the performance reporting space as they develop the DOTs Annual Performance Plan, Agency Priority Goals (APGs), and learning agenda. Much of the information they develop throughout the year will end up on Performance.gov. Their main desire is to see accurate, easily digestible, and visually pleasing Government performance information on one consistent site.

*The Agency Manager is aware of Performance.gov as a resource to access Government performance data but has only used it as a cross-referencing tool against agency website information.*

## CURRENTLY USED RESOURCES

- Performance.gov
- **Agency websites**
- News/Social Media
- Peers/Word-of-mouth

## MOTIVATIONS

- Find common goals with other agencies and identify partnerships on specific priority areas
- Score high in program evaluation performed by nonprofit agency, Results for America
- Easily view and digest data information through graphics to avoid wasting time and energy

## PRIORITIZATION OF NEEDS

Based on high level design best practices and agency performance data

1. Accessibility

3. Navigability

2. User-Centricity

4. Consistency

## GOALS

- Improve cross agency communication and reporting consistency
- Find accurate agency performance information that is easily accessible and trusted

## PAIN POINTS

- Don't know where to look for the information they need
- Relies more on agency websites and Google searches than Performance.gov
- Government performance resources available are not customer-friendly

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# Customer Analysis & Segmentation



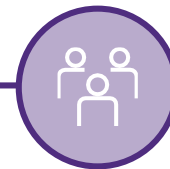
# P.gov historically defined its audience broadly



Established as part of the strategy to meet the requirements of the GPRA Modernization Act of 2010



Intended to provide performance information “for the purpose of improving Government efficiency and effectiveness”



The Performance.gov mission identifies a broad audience: journalists, congressional staff, policy professional, researchers and the public.



## The Challenge:

Who Performance.gov hopes to help is clear – those who can act directly on performance information to help agencies improve outcomes.

Who those customers are and how Performance.gov reaches them is less clear.



Going forward P.gov can maximize impact by focusing on a target audience

## Performance.gov Vision

*To become the primary trusted source for accurate, relevant, and actionable information that communicates Government goals, progress, and results to **policy professionals** in a transparent way. By illuminating the people and stories behind the data through strategic channels, performance.gov will provide the American people with a distinct view of the successes, challenges, and the supporting cast solving our greatest challenges while offering unique insights tailored to customers within their context. The data will empower customers by offering a useful understanding of what government is doing to improve the lives of citizens.*

\*Diagram is illustrative of customer landscape and not exhaustive; diagram may be refined as additional customer research is completed



# Maximize impact by focusing on a target audience

Customer segmentation is a model of organizing customers in a structured manner by their common characteristics. A focus on customer segmentation will enable P.gov to clearly define its audience engagement strategy going forward

## Segmentation is helpful to:



Create a shared alignment on who the customers are



Understand customer needs and preferences, how they interact, and how they engage with P.gov



Understand friction in the process that customers experience today



## Moving forward, segmentation enables us to:



Allow P.gov to tailor experiences and messaging to individual segments



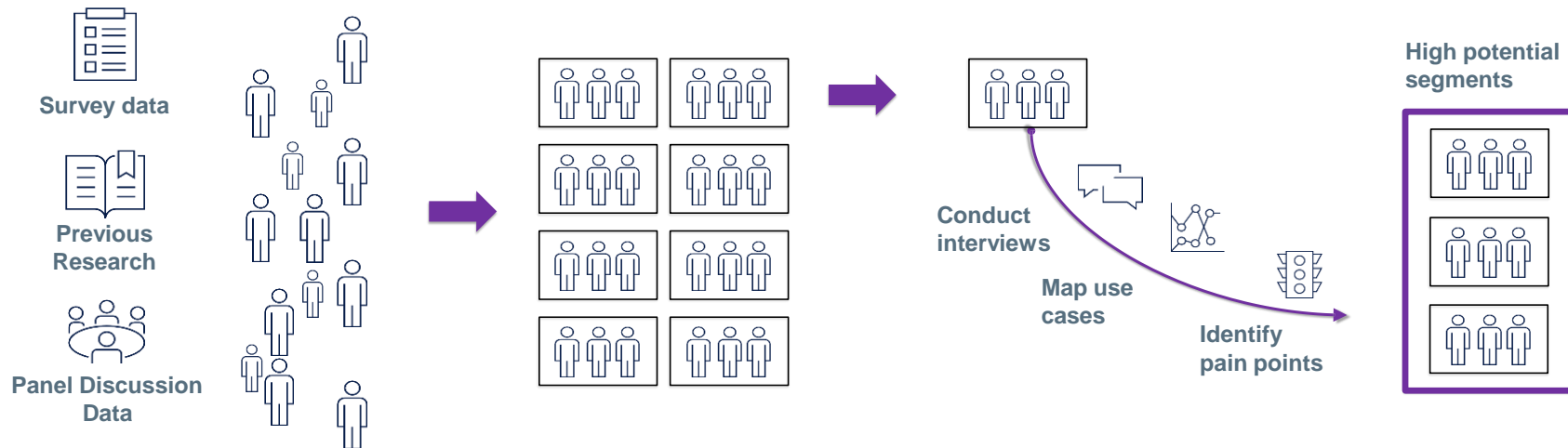
Identify the segment's needs that P.gov can leverage its strengths to meet



Surface new opportunities to solve segments' pain points

# Organizing the P.gov audience requires strategic segmentation

To organize the complex user landscape, the P.gov customer base was grouped into key segments with shared traits, based on a deeper understanding of their purpose, preferences, and proximity to P.gov resources



## Pre-work to understand existing research

Reviewed origins of p.gov audience and research initiatives

## A Define user segments

Organize audience into logical segments in order to focus research

## B Conduct deep dive research into segments

Conduct user research to understand key use cases and needs of each segment

## C Identify pain points

Based on research, identify pain points across segments

# A review of existing P.gov research helped to develop a baseline understanding to guide further research

Source	Method	Highlights
GSA Historic Documentation	<ul style="list-style-type: none"> <li>Reviewed 18F Foundation report from November 2017</li> <li>Reviewed GSA brand and strategy artifacts</li> </ul>	<ul style="list-style-type: none"> <li>Most of the challenges highlighted by 18F are still present</li> <li>Content users want access to information in ways that are actionable, contextualized and allow them to influence direction</li> <li>There is not a clear audience for performance information resulting in a perception that content providers (agencies) and content users get little value from what is reported.</li> </ul>
Customer interviews (formal and informal)	<ul style="list-style-type: none"> <li>Collected from formal Grant Thornton-led customer interviews</li> <li>Collected from informal interviews with Grant Thornton experts</li> </ul>	<ul style="list-style-type: none"> <li>Interview research included key customer segments not interviewed in prior projects: congressional staff and program managers</li> <li>Customers within the content user segment were not aware of performance.gov</li> <li>The data submission experience for agencies is cumbersome</li> </ul>
Site Design Audit	<ul style="list-style-type: none"> <li>Grant Thornton CX experts performed site design audit and analysis</li> </ul>	<ul style="list-style-type: none"> <li>Site layout and architecture requires content users to have context in order to successfully navigate and interpret data, tags, and descriptions</li> <li>Site design contains inconsistencies and broken links that cause confusion and frustration for customers</li> </ul>
GSA Traffic Metrics	<ul style="list-style-type: none"> <li>Reviewed data</li> <li>Discussed with GSA staff</li> </ul>	<ul style="list-style-type: none"> <li>Site traffic data indicates low awareness and is too generic to provide meaningful insight into specific customer(s)</li> <li>Customer engagement metrics indicate a decreasing trend</li> </ul>
Policies and Requirements	<ul style="list-style-type: none"> <li>Reviewed GPRA</li> <li>Reviewed GAO, OMB Reports</li> </ul>	<ul style="list-style-type: none"> <li>Site complies with most requirements, with gaps in “machine readable” and “congressional consultation” areas</li> <li>GAO suggests clarity regarding purpose and target audience</li> </ul>
Focus Groups	<ul style="list-style-type: none"> <li>Reviewed focus group report dated May 18, 2021</li> </ul>	<ul style="list-style-type: none"> <li>Focus group raised concerns about data quality, breadth, ease of digestion and site navigation</li> <li>New data structure and technology could unlock value, context and how people can help</li> </ul>

# Customer Cohorts

Research indicates two customer cohorts for Performance.gov: content providers and content users. The research in this report is focused primarily on content users' experience – customers who can action on Performance.gov data. The data points to **Policy Professionals** as the highest value customer.



## Content Providers

Group responsible for planning, organizing, creating, and publishing materials for the purpose of improving government efficiency and effectiveness. They develop their content with a vision of what it will achieve and how it will be used by a desired target audience.

Federal Agency Employees



## Content Users

Group that utilizes any form of content, such as images, videos, text, and audio, that has been posted by creators on online platforms.

**Policy Professionals**

Federal Employees

Congressional Staff

Researchers

Journalists

Taxpayers

# P.gov customer cohorts fall into 12 distinct segments

A user segment is defined as a group of individuals with similar needs and use cases. Segments can include a mix of individuals or organizations

User Segment	Who this group includes
1 Academic researchers and researchers from independent institutes	Academic and Private Education PhDs, post docs, and other education researchers. Includes researchers who may be applying for grants
2 Policy maker	2.1 Congress member Elected officials to the Senate and/or the House of Representatives
	2.2 Congressional staff Staff supporting Member of Congress, usually has responsibility for evaluating the political outcomes of various legislative proposals
	2.3 State legislator Policy makers at the state level
	2.4 Local legislator Local county, city, municipal policy makers
3 Federal Agency leader	3.1 Agency Head Agency leaders, including those responsible for submitting formal budget requests to OMB <sup>2</sup>
	3.2 Program Manager Senior program managers in charge of implementing actions that improve results and regularly communicate performance to those in the field <sup>1</sup>
	3.3 PIO Performance Improvement Officers and supporting staff that run progress reviews <sup>1</sup>
	3.4 Research lead Research team collecting data and evaluating performance
	3.5 System Administrators Those responsible for systems and data submission management
4 OMB leader	4.1 Statutory Staff Analysts in statutory offices that develop policy and coordinate with OMB RMOs on agency-specific issues <sup>1</sup>
	4.2 OMB RMO PE Program lead focused on student outcomes such as retention, job placement, and performance <sup>2</sup>
	4.3 Support Staff Staff that work agency-wide within the seven support offices <sup>1</sup>

User Segment	Who this group includes
5 Taxpayers	Engaged and passive taxpayer, the general public
6 Think tanks	Policy and decision-making organizations focused on policy influence
7 Foundations	Partners in the policy ecosystem that fund and operate programs that address performance related issues
8 Private Industry Leader	Organization leaders engaged in public-private partnerships to support the achievement of the PMA
9 Advocacy groups	Groups that advocate on behalf of those impacted by agency programs
10 Media and journalists	Writers, journalists and other media who write about government performance
11 Policy Professionals	Professionals and organizations that advise and seek to shape policy and policy makers
12 NGO	Non-governmental organizations that partner with the federal government on policy initiatives

<sup>1</sup> – [Federal Performance Framework](#): Office of Management & Budget

<sup>2</sup> – [OMB Overview](#): Congressional Research Service

# Each segment has defined use cases

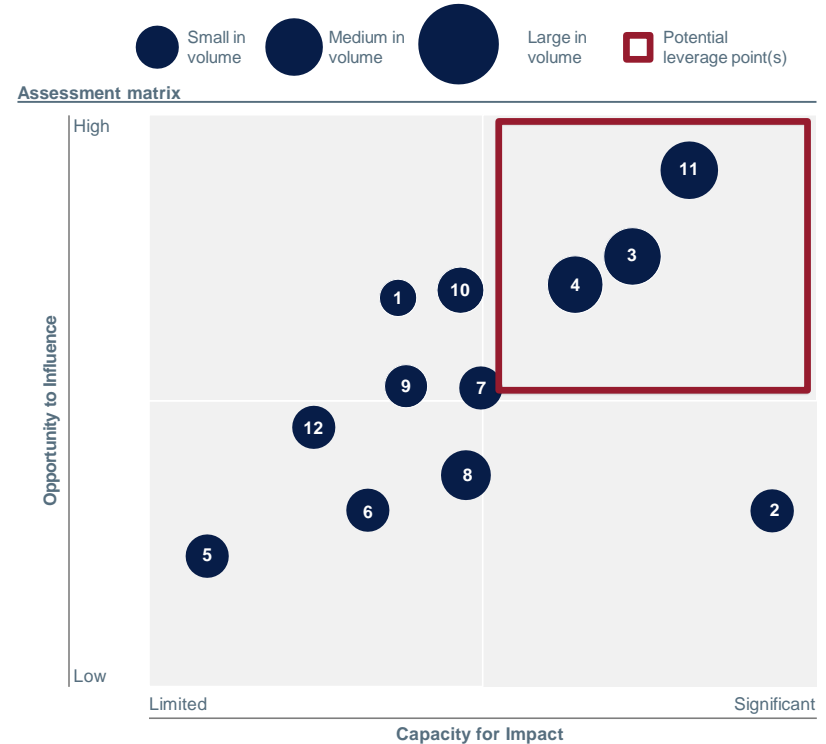
Research included interviews with internal and external experts, review of existing P.gov research and direct interviews with users in segments where information was sparse

User Segment		Key P.gov Use Cases	Estimated Level of Use	
1	Academic researchers and researchers from independent institutes	Use of large-scale data and reports to include in research, searching abstracts for exemplars	Low	
2	Policy maker	2.1 Congress Member	Leveraging evidence and P.gov research to validate or influence policy and budget decisions	Low
		2.2 Congressional Staff	Support Congress members using research and interpreting data regarding agency performance	Low
		2.3 State legislator	Investigating specific topics and building body of evidence while designing approach or evaluating performance impacting states	Low
		2.4 Local legislator	Weighing budget choices, seeking evidence of impact to local jurisdiction	Low
3	Federal agency leader	3.1 Agency head	Leveraging evidence and P.gov research to inform budget and management decisions regarding initiatives	Low
		3.2 Program Manager	Researching specific program performance to inform management approaches	Low
		3.3 PIO	Analyze performance data to understand problems agencies are addressing, effectiveness of past efforts, change, and costs	Low
		3.4 Research lead	Conducting and consuming research in support of initiatives and leadership team's evaluation of programs with research	Low
		3.5 System Administrators	Managing data gathering, submission, storage, and historical information	Medium
4	OMB leader	4.1 Statutory Staff	Develop policy, coordinate implementation, and work with the RMOs on agency specific issue	Medium
		4.2 OMB RMO PE	Examine budget requests and make funding recommendations using performance data	Medium
		4.3 Support Staff	Use of data to support shared services such as review of agencies' draft bills, congressional testimony, and correspondence to ensure compliance with the President's agenda	Low

User Segment	Key P.gov Use Cases	Estimated Level of Use
5 Taxpayers	Understand performance of initiatives and programs addressing issues relevant to them	Low
6 Think tanks	Analyzing data and research to inform policy opinions and thought leadership activities	Low
7 Foundations	Using data to improve government and inform public policymaking	Low
8 Private industry leader	Using program performance data to track engagements and inform future decisions	Low
9 Advocacy groups	Using research to inform decisions on advocacy	Low
10 Media and journalists	Analyzing and writing about performance using research	Low
11 Policy Professionals	Using research in support of advising policy makers, shaping policy, and tracking progress	Medium
12 NGOs	Advocating and holding the government accountable in an informed way, based on facts	Low

# Three groups emerge as high impact opportunities

User Segment		Volume	Impact	Influence
1	Academic researchers and researchers from independent institutes	S	Moderate	Moderate
2	Policy maker	S	High	Low
3	Federal agency leader	M	High	High
4	OMB leader	M	High	High
5	Taxpayers	S	Low	Low
6	Think tanks	S	Low	Low
7	Foundations	S	Moderate	Moderate
8	Private industry leader	S	Moderate	Low
9	Advocacy groups	S	Moderate	Moderate
10	Media and journalists	S	Moderate	Moderate
11	Policy Professionals	M	High	High
12	NGOs	S	Low	Moderate



# Analysis of the segmentation map led to three key observations and implications

## Observation



While the P.gov mission targets a general audience today, it leaves key segments that represent a variety of profiles and a diversity of needs consistently disconnected to P.gov. The seeming lack of focus by P.gov on a specific segment may make it difficult to connect and measure impact



P.gov has access to policy professionals and data foundations which share goals similar to the P.gov mission – yet there is no defined engagement strategy for these segments



Policy professionals often directly target key policy makers, presenting an additional channel option to influence or access those segments



## Implication



Targeting the general public with direct outreach is likely to be very high effort and potentially low impact.



There are opportunities where P.gov could better serve these high potential segments and establish an engagement strategy



Policy Professionals may offer a lower effort, higher impact pathway to high impact segments, which would require thoughtful engagement and partnering strategies to better leverage



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# Implementation



# Implementation Summary

## Findings & Recommendations

Performance.gov has embarked on an ambitious journey to understand the customer experience and become more customer-centric. Our team analyzed customer segments and identified **Policy Professionals** as a high value target audience. We recommend stakeholder alignment on a **primary customer** prior to the implementation of the product roadmap designed to address **five key areas**:



### AWARENESS

Target customers are **unaware** p.gov, its **purpose, benefits**, or **content**, including those interviewed in the 'Content User' cohort. Google Analytics data indicates low traffic and lacks specificity.

#### Recommendation:

Targeted communication and branding campaigns. This assumes a target customer, but our analysis found no discernable target audience. GSA/OMB alignment on a **target customer** segment to serve well is a **critical first step**.



### VALUE

Customers struggle to find **relevance and context** which also lowers trust. Customers expressed concerns in choice of reported metrics, inefficient visualizations, and outdated information.

**Recommendation:** Revise data structure and use new technology that offer **unique insights** and visualizations beyond the data. Tell **stories behind the data** to improve relevance. Share how metrics are selected to increase customer trust.



### DESIGN

Customers struggle to understand site architecture and how to effectively **navigate** to what is **relevant** for their intended purpose.

#### Recommendation:

Design custom online experiences that put customers in the center and helps them achieve their purpose. Develop **journey maps** for customer segments and incorporate updated and intuitive design.



### CULTURE

Culture disincentivizes change and increased agency transparency. **Silos** and **duplicate resources** limit collaboration. Agencies comply without benefit to do more.

#### Recommendation:

Develop added benefits for agencies, increase collaboration among key stakeholders, and use a **shared resource model** to allow GSA team to focus on **customer outcomes**.



### OPERATIONS

No operating model in place to increase **efficiency** monitor **progress**, incorporate feedback and data, and **build on learnings** over time.

#### Recommendation:

Design and implement an **operational model** to manage customer feedback, performance data, and product backlog. Integrate operational excellence into the GSA CX program.

# Awareness

**Focus** on specific customer needs and seek to create fans in target customer segment by prioritizing them and serving them well.

**Increase** overall awareness; over 80% of interview participants were unaware of performance.gov.

**Promote** as source of truth to overcome perceptions shared in interviews that site data is non-authoritative, selective, obscure, and non-actionable.

## Next Phase:

- Engage branding experts to build **brand strategy** and messaging campaign
- Partner with agencies to promote Performance.gov on individual agency sites
- Partner across branches of government to develop shared outcomes and increase data transparency by sharing benefits with agencies
- Publish **process used to select KPIs** included in agency performance data
- Monitor site traffic metrics to assess the impact of marketing and customer feedback to promote continuous improvement
- Engage GSA and OMB leadership by sharing Performance.gov vision, success measures, and provide quarterly updates on progress

## Pursuit Theme #1

### Customer Segments Most Benefited

- Policy Professionals/Third-Party
- Congressional Staff
- Academic Researchers
- Journalists

### Opportunities

- Address low adoption and usage
- Success will drive improvement in other areas
- Increased customer awareness, engagement, and feedback
- GSA has the autonomy to drive change

### Challenges

- Requires a prioritized customer segment
- Takes time to build

# Value

**Offer** customers content that is relevant to their goals, and guidance to act on trusted and relevant data.

**Increase** the value beyond what is available at agency websites, data.gov, usafacts.org, and other third-party sources that offer duplicate data.

**Build** trust as the foundation of value to increase effectiveness of site and potency of other improvements that will increase perceived value.

## Next Phase:

- Align content to customer needs and develop in-app guidance that gives context for customers and guidance on relevant issues
- Consider revised data structure and new technology that enables GSA to synthesize the data, make it more consumable and share unique insights
- Meet customer needs for **customized views** of governmentwide statics through graphs, charts, filters, and downloadable datasets like itdashboard.gov
- Share the **people** and **stories behind the data** that offer readers context and agencies a way to share the impact of their work
- Increase customer confidence and trust in p.gov as the source of truth for performance data
- Increase content relevance, value and engagement through stories and narratives that offer readers context and agencies an outlet to share impact

## Pursuit Theme #2

### Customer Segments Most Benefited

- Policy Professionals/Third-Party
- Congressional Staff
- Academic Researchers
- Journalists

### Opportunities

- Improved customer engagement
- Differentiation from other sites
- Develop a proven repeatable process for future Gov't website development and design
- Create advocates and champions of Performance.gov
- Unique and tailored insights to enact positive Governmentwide change

### Challenges

- May require additional application or tooling
- Requires changes to data structure

# Design

**Develop** an online experience that prioritizes functionality offering clarity and ease compared to alternative data sources.

**Offer** a guided experience to government performance information that is tailored by customer segment to reduce usability challenges for customers.

**Enhance** the navigation and flow of the site for a more intuitive path to the data a customer intends to find.

## Next Phase:

- Incorporate human-centered design and design thinking in all steps of the development process
- Partner with design firm to design **new site layout** and test with customers
- Develop a “How this works” graphic to visualize CAP goal relationship to agency goals on home page
- Map **customer journey** based on segments, personas, and offer in-app guides to customers
- Instrument tooling to detect a failed customer journey or negative experiences and create feedback loop to promote continuous improvement
- Consider design and usability challenges outlined in [Appendix](#) as the initial scope of work

## Pursuit Theme #3

### Customer Segments Most Benefited

- Policy Professionals/Third-Party
- Congressional Staff
- Academic Researchers
- Journalists

### Opportunities

- Create short-term wins
- GSA design team has direct control
- Improved customer journey
- Increased budget and support

### Challenges

- Leaves broader challenges unaddressed
- Full vision unachievable with this strategy alone

# Culture

**Invest** in resources to broaden GSA's CX Program and the team supporting performance.gov.

**Partner** with government-owned sites to leverage shared data resources and reduce silos to streamline data management.

**Promote** a culture that incorporates p.gov into PMs' and Agency leaders' decision-making process and offers mutually beneficial outcomes.

## Next Phase:

- Perform workforce analysis and leverage findings to **build a team** of internal and external CX professionals to increase capabilities within GSA
- Consider partnering with agencies to share data resources and **integrate systems of record** to automate data synchronization and lower the burden on agencies
- Consider incorporating **existing data** from other government sites, such as program inventory as required by the Taxpayer Right to Know Act and data.gov
- Reduce risk for federal agencies to increase transparency
- Coordinate and engage with existing policy workstreams (OMB counterparts, PMA development team, etc.) to reduce duplicative work and inform future policies
- Facilitate quarterly CX 101 sessions with team members to educate on the value of CX and foster a customer-centric culture

## Pursuit Theme #4

### Customer Segments Most Benefited

- Policy Professionals/Third-Party
- Congressional Staff
- Academic Researchers
- Journalists

### Opportunities

- Lower burden on agencies
- Incorporate data from other sites, such as inventory required by Taxpayer Right to Know Act
- Engagement with existing policy workstreams (OMB, PMA development team) to reduce duplicative work

### Challenges

- GSA does not control of all aspects of change required and must collaborate with other agencies

# Operations

**Develop** a CX program to provide operational structure, processes, tooling, and staff that enable operational excellence.

**Establish** capability required to sense and respond to customer feedback by continuously incorporating into roadmap.

**Monitor** metrics and direct customer feedback as an essential part of achieving the vision.

## Next Phase:

- Develop **CX Program** that prioritizes user experience and enhancements as part of standard **operations** within GSA.
- Operationalize delivery using agile methodologies, backlog and sprint planning, and continuous improvement.
- Develop metrics program with resources dedicated to continuously **monitor feedback**, **establish baseline** from metrics data to increase evidence-based governing and drive prioritization in the product roadmap.
- Increase platform **reliability** and **scalability**, reduce crashes and technical errors, and prevent loss of data.
- Increase return on agency investment in performance.gov and leverage CX Program resources to improve value over the long-term.

## Pursuit Theme #5

### Customer Segments Most Benefited

- Policy Professionals/Third-Party
- Congressional Staff
- Academic Researchers
- Journalists

### Opportunities

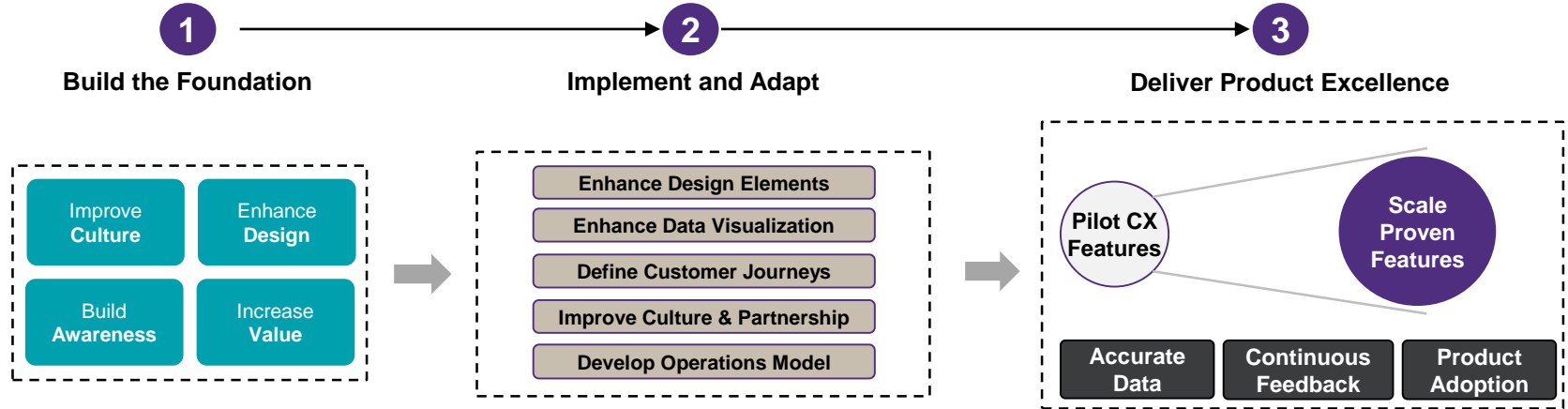
- Protects the value of periodic investments and builds on roadmap implementation
- GSA design team has direct control
- Provides foundation to build on learnings

### Challenges

- As a new function, outside expertise may be needed to build out within the team

# Roadmap for Pursuing Change

An agile and incremental approach to implementation uses continuous feedback to inform next steps



## Horizon 1: User Story Examples

- As a policy professional, I want to find government performance data I trust so I can advise policy makers
- As a p.gov customer, I want to engage with a site that understands who I am so I can find information relevant to my purpose

## Horizon 2: User Story Examples

- As a p.gov customer, I want to download datasets so that I can more easily create reports for my internal customers
- As a policy professional, I want to read stories about the citizens impacted by Administration priorities and resulting agency goals so that I can offer guidance to policy makers.

## Horizon 3: User Story Examples

- As a GSA employee, I want access to site traffic and customer feedback metrics to inform how I manage our CX program
- As a federal agency employee, I want a more efficient way to report my agency's performance so that I can spend more time on the mission of our organization



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**Measure Success**

# Measure Success

Quantitative and qualitative metrics and key performance indicators provide insight through **direct customer feedback, data analysis, and detecting emerging trends**. They are used to establish an initial baseline and then measure changes over time. This is a critical strategic component when implementing changes to use feedback to inform roadmap decisions.

## Customer Feedback Metrics

Customer feedback metrics are the units of measuring the state of your **customer's happiness levels**, which in turn indicates if your customers are satisfied, respond well to, and advocate for your brand.

We recommend **five customer feedback metrics** that are key to understanding and improving customer experience.

## Traffic Metrics

Site traffic metrics are measurements to better track a **site's performance and statistics**. Tracking these numbers is vital and can often give insight that would otherwise be overlooked.

We recommend **five traffic metrics** that are key to understanding current state and achieving the overall vision.

# Customer Feedback Metrics

Measure Success

## Key Performance Indicator



## Application

### Net Promoter Score (NPS) among APG Groups:

measures customer loyalty using a single question survey with three responses: *Detractors*, *Passives*, *Promoters*.

Recommend a survey to baseline and measure internal NPS of agency perception of ROI and willingness to promote to other agencies from a consistent audience.

**Net Emotional Value (NEV)** a numeric value that represents the net effect of emotional value for loyalty and retention.

Recommend using intercept surveys to ask site visitors timely and relevant questions that capture both quantitative and qualitative information. Implement on high-traffic pages.

**Customer Effort Score (CES)** CES assesses customers' degree of effort interacting with a site using simple responses. Relatively new, but easy to understand and use.

Recommend using intercept surveys to assess level of difficulty engaging with the site. If a customer *feels* it is difficult, the level of effort they will expend will lower.

**Customer Satisfaction Score (CSAT)** commonly used metric for “here and now” reactions to a specific interaction, product, or event.

Recommend implementing survey to establish baseline and track progress in customer experience operations

**Social Media Shares** count shares from the site to social media platforms



Recommend measuring as an indicator of value perception among users and a willingness to share in a public forum

## Key Performance Indicator



## Implication

### Total Page View Count

Indicator of overall awareness. Recommend setting quarterly targets, and then inspect and adapt roadmap implementation milestones and activities. Available through Google Analytics or other standard analytics tools.

Awareness is the first step toward increasing customer engagement and progress toward the vision. Over the last twelve months, this number is less than 100k, a fraction of the desired future state.

### Total New User View Count

Indicator of growth. Sustained increase is key to achieve the vision. Recommend setting quarterly targets, and then inspect and adapt roadmap implementation milestones and activities. Available through Google Analytics or other standard web analytics tools.

Marketing efforts should lead to a consistent increase in new customers. This provides a baseline to assess new customer experience and indicates impact of messaging changes.

### Average Engagement Time

Indicator of pages and content customers have on screen. The measurement can indicate both positive and negative scenarios and should be compared against additional quantitative and qualitative data to properly assess. Available through Google Analytics or other standard web analytics tools.

A customer journey should culminate at the final content that satisfies a customer's intended purpose. When paired with additional data, this metric indicates where customers become 'stuck' in their desired path and can also implicate what is high value to customers.

## Key Performance Indicator



## Implication

### User Stickiness

Ratios of active customers per relative time periods (daily / monthly, daily / weekly, weekly / monthly). Available through Google Analytics or other standard web analytics tools.

Indicates customers are increasingly engaging with site, provides visibility into the impact of active promotional campaigns on site traffic, and page repeat visits by active customers. Provides data into when users tend to visit

### Bounce Rate

Tracks the number of users who come to a site page and then leave before taking any further action. Available through Google Analytics or other standard web analytics tools.

A high bounce rate on pages where customer action is expected could signal multiple issues, such as site speed, the wrong traffic is brought to that page, or the next step in the customer journey is unclear. Implicates pain points when paired with additional data and monitored over time.

## Policy Changes

Awareness created by performance.gov among Congressional staff results in policy changes. The *Taxpayer First Act* is a recent example of how awareness of citizen experience can influence changes to policy. Recognition of the site as a trusted resource by Congress would indicate a significant shift in perception and demonstrate success of roadmap implementation and recommendations.

## Increase in Site Traffic

Performance.gov increases awareness and trust among target customers which results in sustained increase of site traffic. An increase in available site metrics such as: *Total View Count*, *New User View Count*, *Average Engagement Time*, and *Stickiness* show improvement as awareness increases. In addition to an increase in overall traffic, trends that show traffic peaks correlated to timing of data release will provide further indication of increased engagement and that customers find the data valuable.

## Increase in Alliances

Performance.gov forms alliances which result in promotion and cross-linking among supporting sites, such as agency home pages, other government data sites, and third parties. Increased visibility tends to strengthen content provided and SEO which tends to significantly increase traffic.

## Increase in Government Goals Achieved

Considering the vision, the development of success measures that indicate the impact of performance.gov on PMA goal achievement and, as a result, the lives of US citizens. By measuring impact on the achievement of government goals, in many ways, the ultimate metric of success.

## Increased Agency Support

A federal agency receives support as a result of information provided on performance.gov, such as funding from an Appropriations Committee, after Congressional staff become aware of an opportunity to remove barriers for an Agency currently having difficulty meeting CAP goals. In addition, customers engage on issues they feel are important after finding contextually relevant information and are highlighted on the site to encourage others to engage.

## Increase in Industry References

References to Performance.gov appear in industry forums, such as ACT-IAC or FedInsider, and initiate data-driven discussions among people who care and will act. GSA or agency staff receiving invitations as guests would indicate progress toward the vision. Site traffic measures should increase as a result and indicate success.

A journalist for a national news outlet references Performance.gov in an online news report, and the increased visibility leads to other news sources and customers visiting from the news site. This will result in an increase in metrics that track where customers come from when landing on a performance.gov page.

## Social Media

Social media shares increase that reference information provided by performance.gov, including hash-tags created through a marketing campaign designed to increase awareness and trust.

## Increase in Government Agency Transparency

Success becomes increasingly defined by win-win scenarios that incentivize agencies to increase transparency and removes risk of reporting negative performance indicators. This could come in the form of contingent reward structures, opportunities to share success stories by federal employees, and case-studies showcasing progress on performance.gov.

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# Appendix

Research, Analysis, & Findings



# Analysis Approach

Our team performed research activities across a variety of UX topics to understand a holistic picture of current customer needs, opportunities for design improvement, and customer behavior to inform recommendations.

Analysis Topic	Research & Analysis Approach
<b>User Experience (UX) and design best practices</b>	<ul style="list-style-type: none"><li>✓ Conducted traditional research on current trends in industry to use as a baseline for quality design principles</li><li>✓ Performed an in-depth navigation of the existing Performance.gov site and existing prototypes</li><li>✓ Performed a gap analysis between current design and UX best practices</li><li>✓ Performed customer testing and interviews with site customers</li><li>✓ Consulted with team of CX/UX SMEs</li></ul>
<b>User needs, goals, and preferences</b>	<ul style="list-style-type: none"><li>✓ Performed an in-depth review of current Performance.gov strategy and artifacts</li><li>✓ Performed customer testing and interviews with site customers and attended Performance working group sessions</li><li>✓ Incorporated input from our in-house CX/UX SMEs</li></ul>
<b>User behavior</b>	<ul style="list-style-type: none"><li>✓ Analyzed Google analytics usage data to understand information like how many people use the site, how long do they stay, what information are they looking for or using, etc.</li></ul>
<b>Policies and requirements</b>	<ul style="list-style-type: none"><li>✓ Analyzed historical and current Performance.gov policies to understand requirement constraints of proposed to-be design</li></ul>
<b>Current challenges</b>	<ul style="list-style-type: none"><li>✓ Captured information from Performance.gov workgroups and interviews</li><li>✓ Analyzed historical documentation and artifacts such as the branding strategy</li></ul>

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# **User Experience (UX) Design & Best Practices**

**Research, Analysis, & Findings**

# UX Best Practices

Consider the below six areas (or pillars) when building out a product that will meet customer needs.



## Personalization

Using individualized attention to drive an emotional connection



## Integrity

Being trustworthy and engendering trust



## Expectations

Managing meeting and exceeding customer expectation



## Resolution

Turning a poor experience into a great one



## Time and Effort

Minimizing customer effort and creating frictionless processes



## Empathy

Achieving an understanding of the customer's circumstances to drive deep rapport

# Design Best Practices

Meeting customer needs also requires attention to specific design concepts.

## High level design:



**Simplicity** – Recommend using 3-5 different colors in the design, highly legible script fonts, and only using graphics that help customers complete a task or preform a specific function



**Consistency** – Overall look-and-feel of site should be similar across all pages including backgrounds, color schemes, typefaces, and writing tone



**Navigability** – Consider using breadcrumbs on every page so customers remember their navigation trail and include a search bar near the top of the site



**Credibility** – Be clear about what is being provided and the value to customer on the homepage



**Visual Hierarchy** – Arrange website elements so that customers naturally gravitate toward the most important elements first



**Responsivity** – Ensure site is compatible with the many different devices that visitors are using (phone, tablet, etc.)

# Design Best Practices (Cont'd)

Current list of best practices based on industry standards.

## High level design:



**Accessibility** – Confirm site pages are viewable by people that use assistive devices to browse the web including the deaf and blind



**Conventionality** – Use universal visual shortcuts such as colors, shapes, layouts, icons, and placement that are well-established to allow customers to thoughtlessly browse

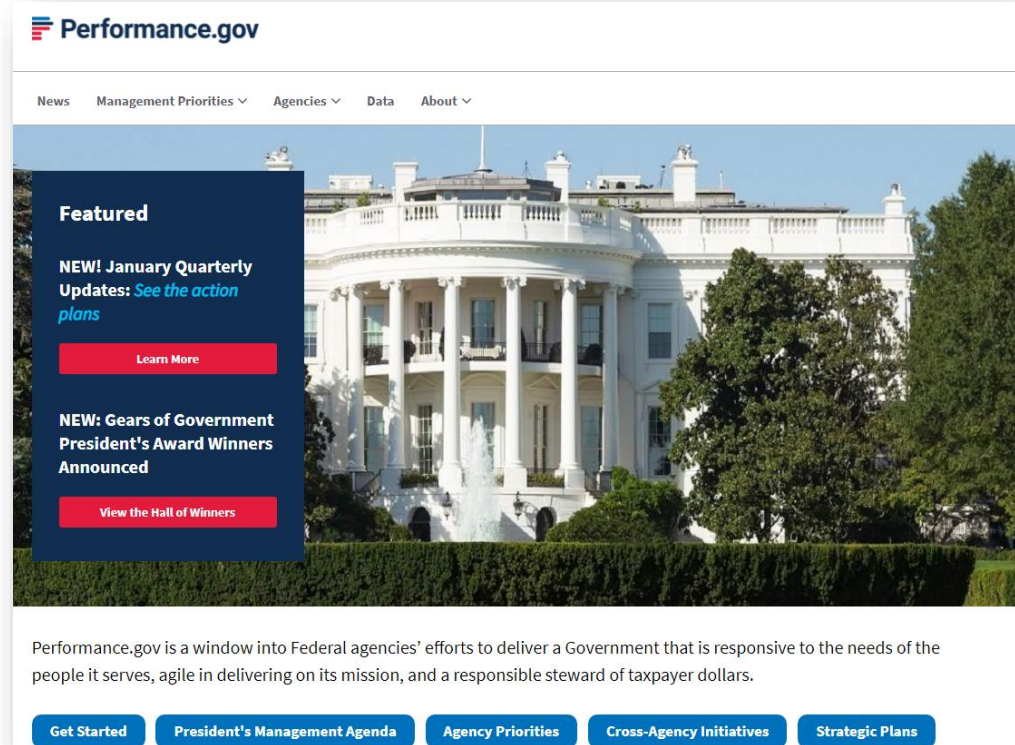


**User-Centricity** – Focus on usability goals, customer characteristics, environment, tasks, and workflow in the design of an interface.

# Design Best Practices | Simplicity

Unnecessary design elements distract and prevent customers from accessing what they need.

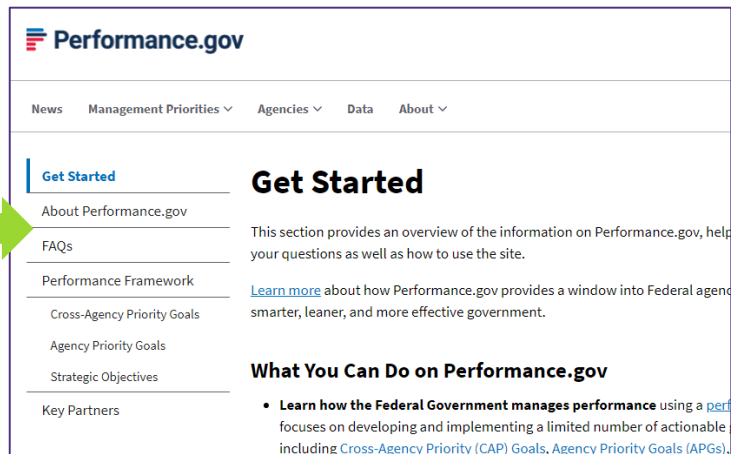
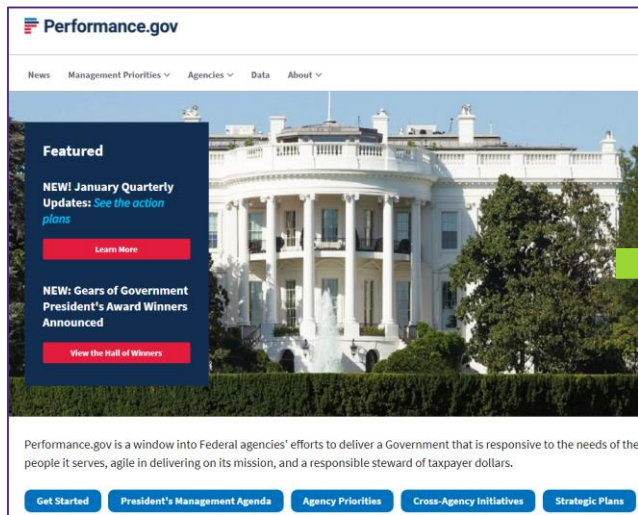
- 12 buttons immediately available to the customer upon arrival at the site can be overwhelming (menu bar, red buttons in “Featured” box, blue buttons at the bottom of the screenshot)
- There is no clear purpose or overview of what types of data is included on the site
- There is no clear guidance for customers on how to find what they need
- Although the graphic is relevant, it provides little value and eats up valuable real estate on the home page where instructions or purpose could reside



# Design Best Practices | Navigability

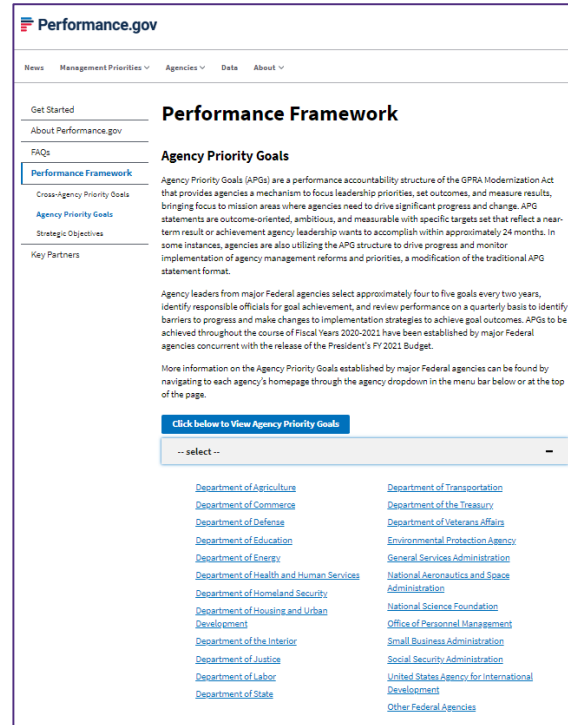
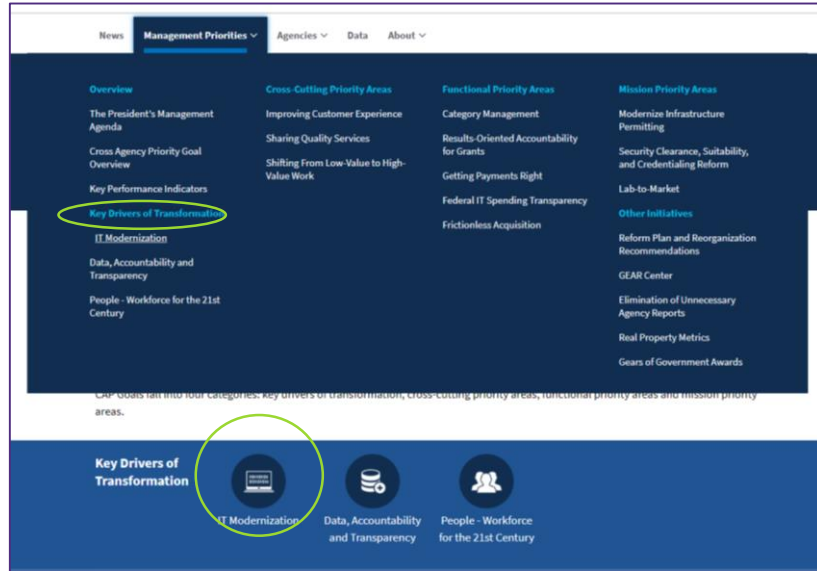
A site that is difficult or impossible to navigate from a customer's perspective leads to site abandonment and frustration.

- There appear to be two “menu” bars in different styles on the home page that can confuse the customer
- When a customer clicks one of the blue buttons at the bottom of the screenshot, a new page with the same top navigation bar appears, but an additional side menu appears
- The new menu has similar information on the first page but includes different content



# Design Best Practices | Navigability (cont'd)

Links to pages seem random with no logic behind their locations. Not only does this waste valuable space on the site, but it crowds pages leaving the customer confused and frustrated.



- In several locations on the site, a customer can access the same page in different ways with no standard design to help the customer navigate around the site

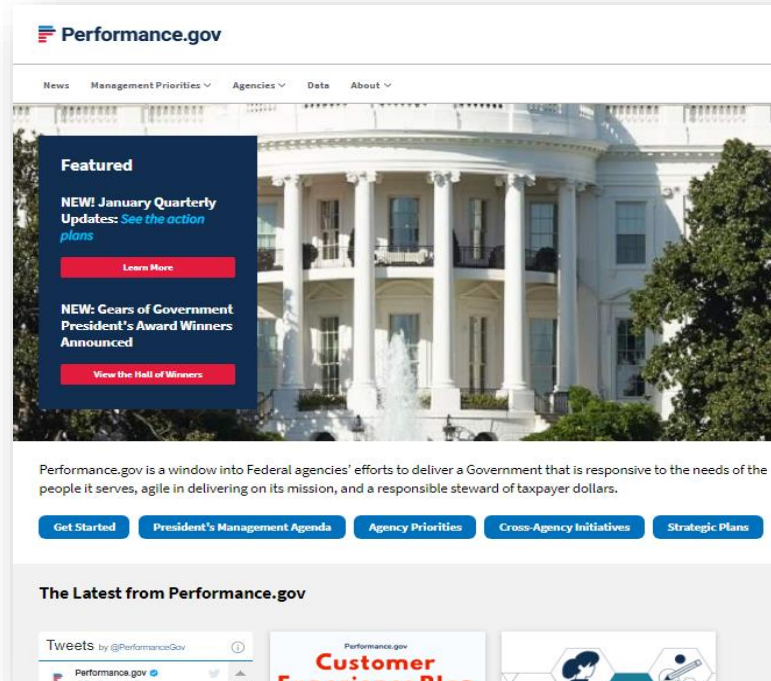
- Most pages have at least 25 links that can be overwhelming for a customer
- There are no breadcrumbs to help the customer understand where they are so customers are forced to either navigate back to the home page or abandon the site



# Design Best Practices | Visual Hierarchy

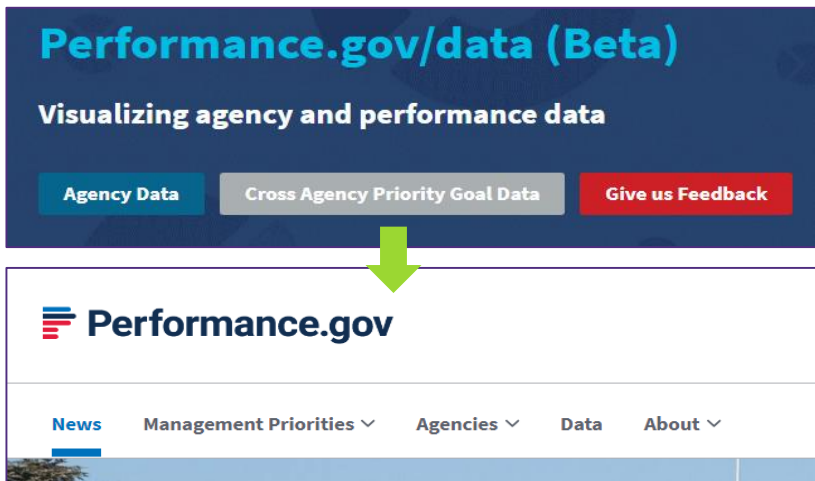
Overwhelming number of buttons coupled with lack of clear purpose on the home page make it difficult for customers to quickly find the data they need.

- Featured pages seem to highlight information that is less relevant to customers such as news and tweets
- Overwhelming image provides little value but is the first thing that appears when customers navigate to the home page

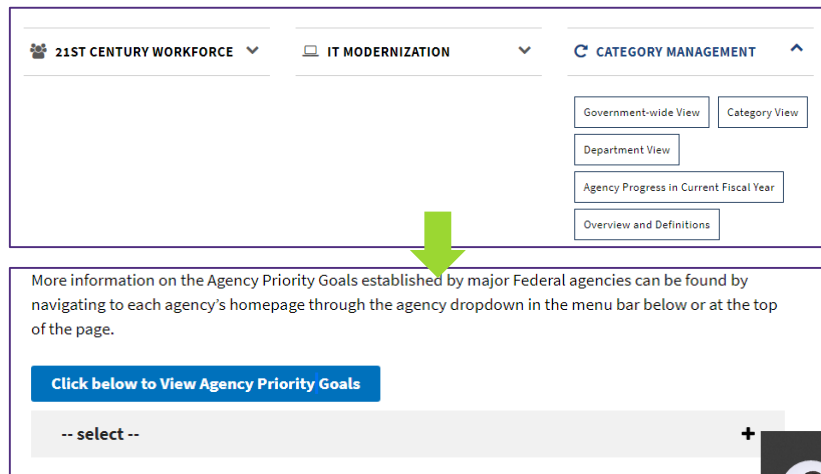


# Design Best Practices | Consistency

Inconsistent functionality, design, and ways to access data across the site gives customers a 'messy' experience and may confuse them when trying to access information.



- Button design vary across the site. In some areas the buttons are solid color blocks, and others are regular text that change color and underline when hovered over
- Buttons vary from sentences to one-word labels, pages vary in tone and length

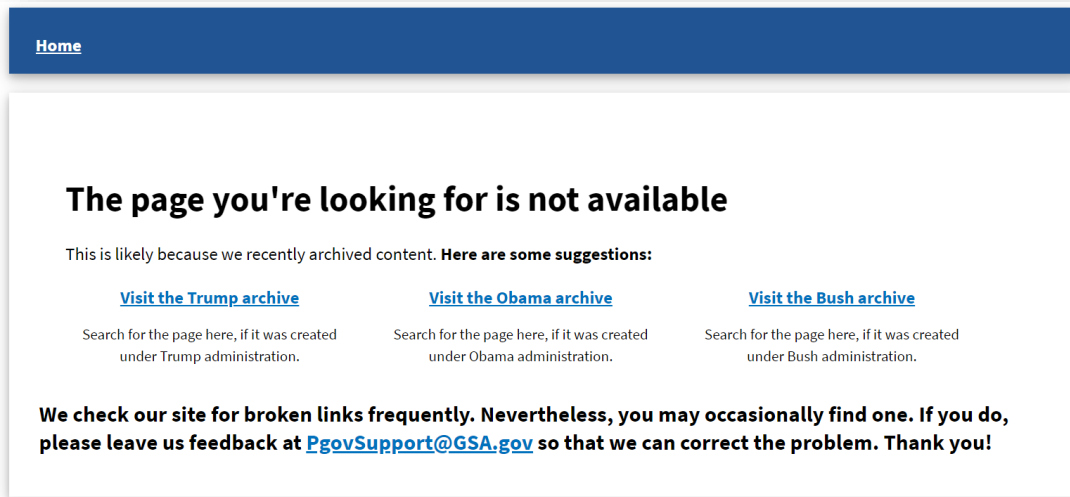


- In one area of the site, dropdown buttons appear by clicking the dropdown arrow. In other areas of the site, the same design as used for a clickable button is used as an unclickable instruction banner, guiding the customer below to click on a banner instead

# Design Best Practices | Credibility

Dead ends and broken links make customers less likely to trust the information they are accessing.

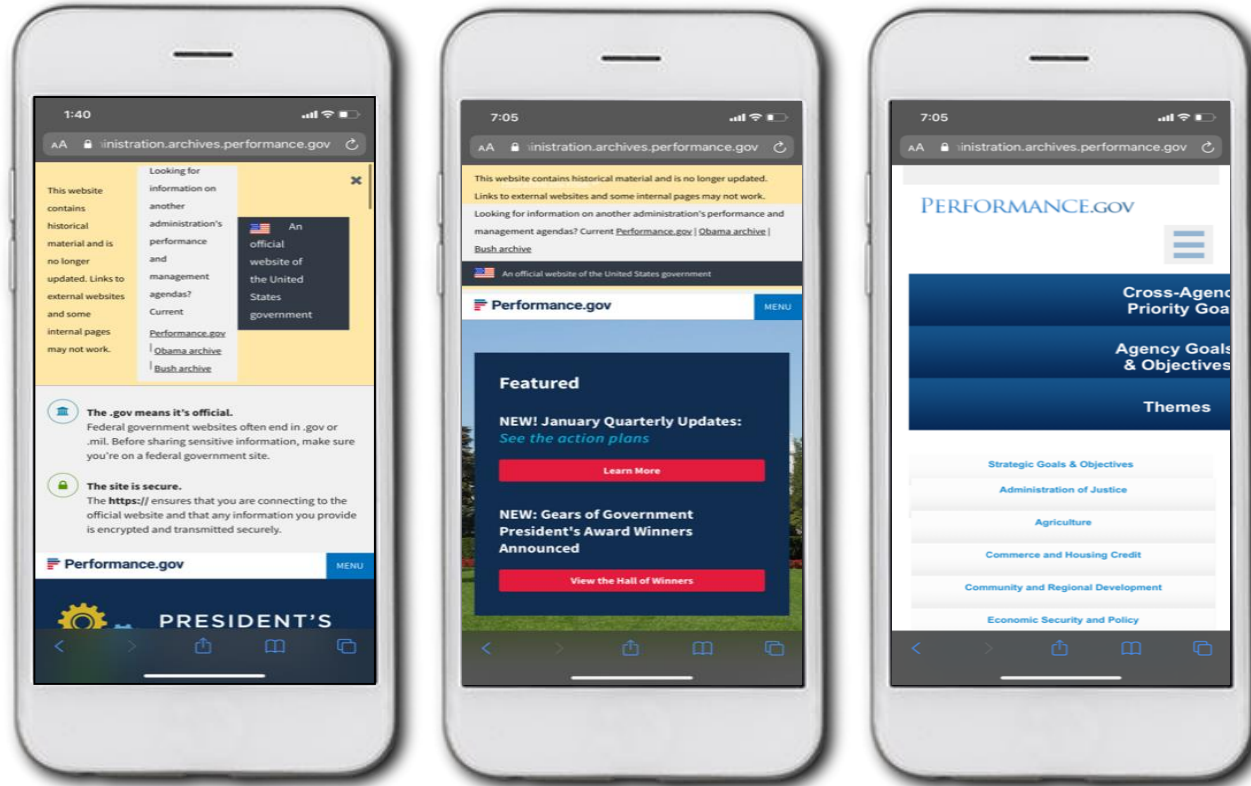
- Separate sites for different administration data leads to many broken links across the site due to archived content
- Providing more links to choose from after navigating a site filled with them may further frustrate the customer
- Unnecessary or obvious additional text/instruction crowds pages and weakens the credibility of the site



# Design Best Practices | Responsivity

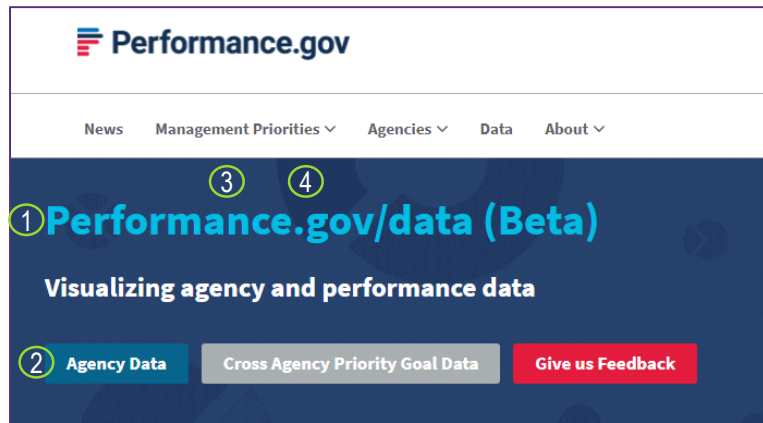
Current design and scalability make it difficult for mobile customers to navigate and interact with the site.

- Formatting errors and jumbled content make it hard for the mobile customer to read content and navigate around the site
- Disclaimer banners take up half of the screen on some pages but not others
- Some archived sites do not scale at all when on a mobile device

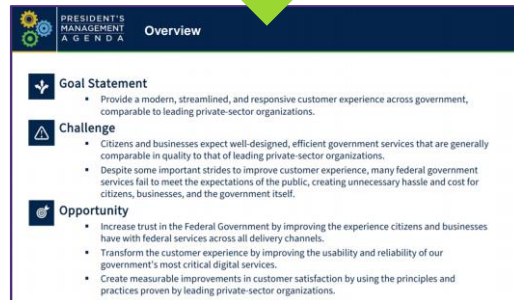
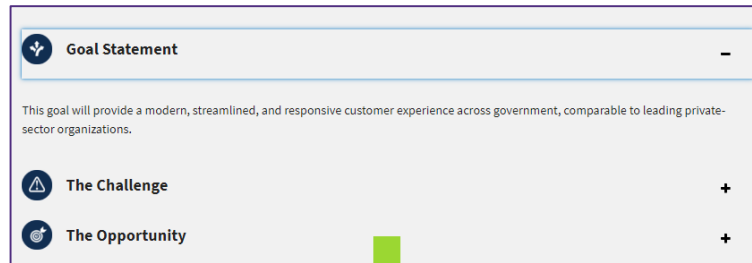


# Design Best Practices | Accessibility

Accessibility can cover a variety of areas: whether the data is accessible to people with disabilities (ex. Color blind or blind), or if the data is accessible in an easy, intuitive way.



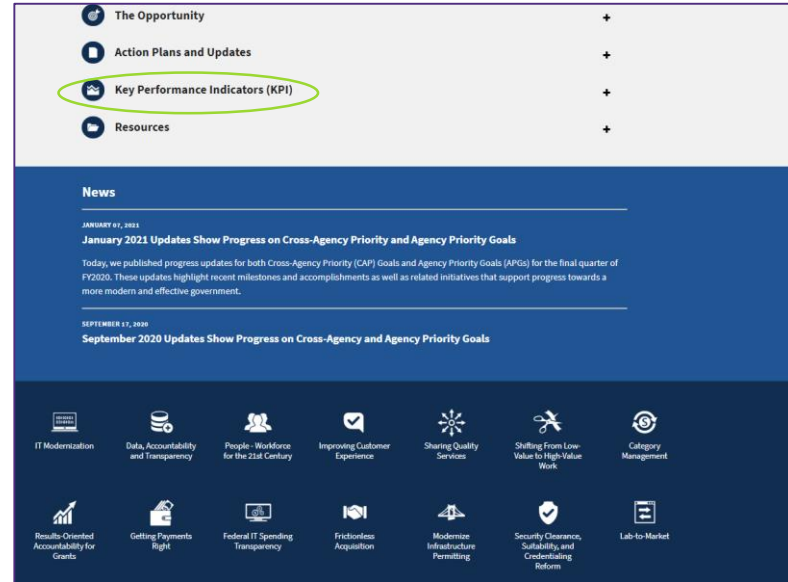
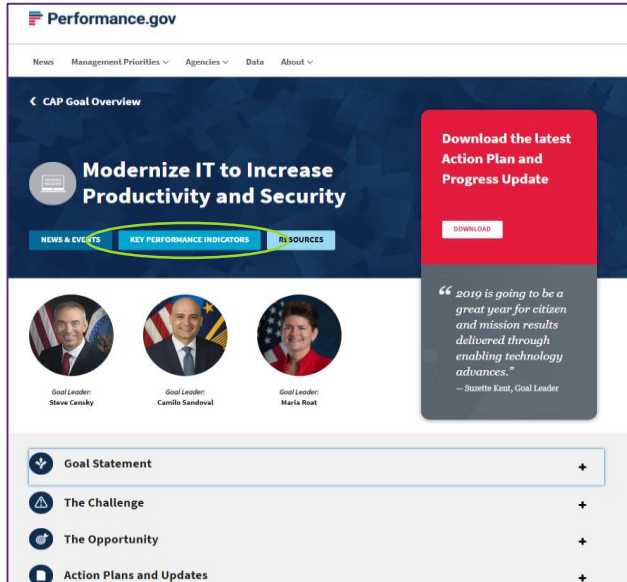
- Stacking multiple monochrome colors without contrast makes it difficult to see, especially if the customer is color blind



- Displaying the same content multiple different ways on different click-levels confuses the customer and makes it difficult to understand where to access the data they need

# Design Best Practices | User-Centricity

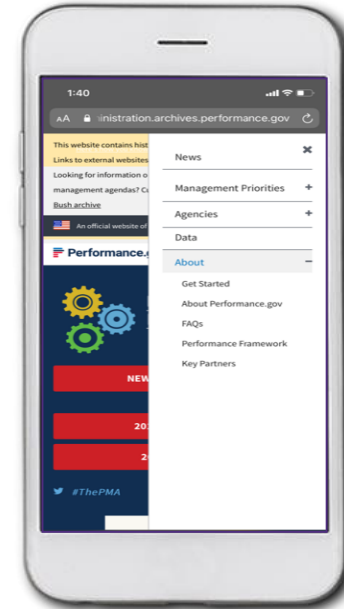
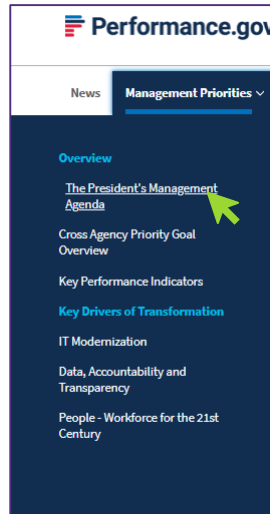
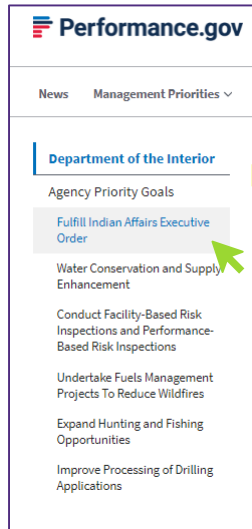
Lack of intuitive functionality forces the customer to sift through dozens of buttons, dropdowns, and links to access the one they need.



- When customers click a button to access content, they are scrolled down to the bottom of the same screen and the customer must read through 20 buttons and links to find another link in a drop down to access the data for a total of three clicks that could have given customers the data they need in just one click.

# Design Best Practices | Conventionality

Lack of standard design best practices that are used universally lead to poor customer experience and decreased trust in the site itself, and ultimately, may impact trust in the data housed on the Performance.gov.



- Lack of standardized hover functions across the website, some do not have a hover function at all
- Mobile customers have a menu on the top right-hand side (best practice is left-hand side)

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# User Data

Research, Analysis, & Findings



# User Needs, Goals & Preferences

Below is feedback captured directly from performance report process managers from a Performance.gov Working Group meeting on May 18, 2021.

## Goal #1: Improve quality and breadth of data

“Improving the source data. A lot of data is self reported by agencies and does not truly encompass the information needed to solve the root problems. The focus is narrow or in the wrong place.”

“We are not able to keep our data in systems that talk to one another, and its not easy to share data among agencies”

## Goal #2: Make information easy to digest and navigate

“Make the site navigation easier. Update the megamenu on the top of the performance.gov homepage to have common categories of why people visit performance.gov and have dropdowns under each mega menu category.”

“How to avoid bucketing information strictly by agency, which is not how the public/citizens thinks about services”

## Goal #3: Get people to care

“Define performance management and why it matters upfront and offer a framework right on the site that helps people understand all the components of performance management within <30 seconds.”

“Senior Leadership and Management buy in and govt wide training on performance”

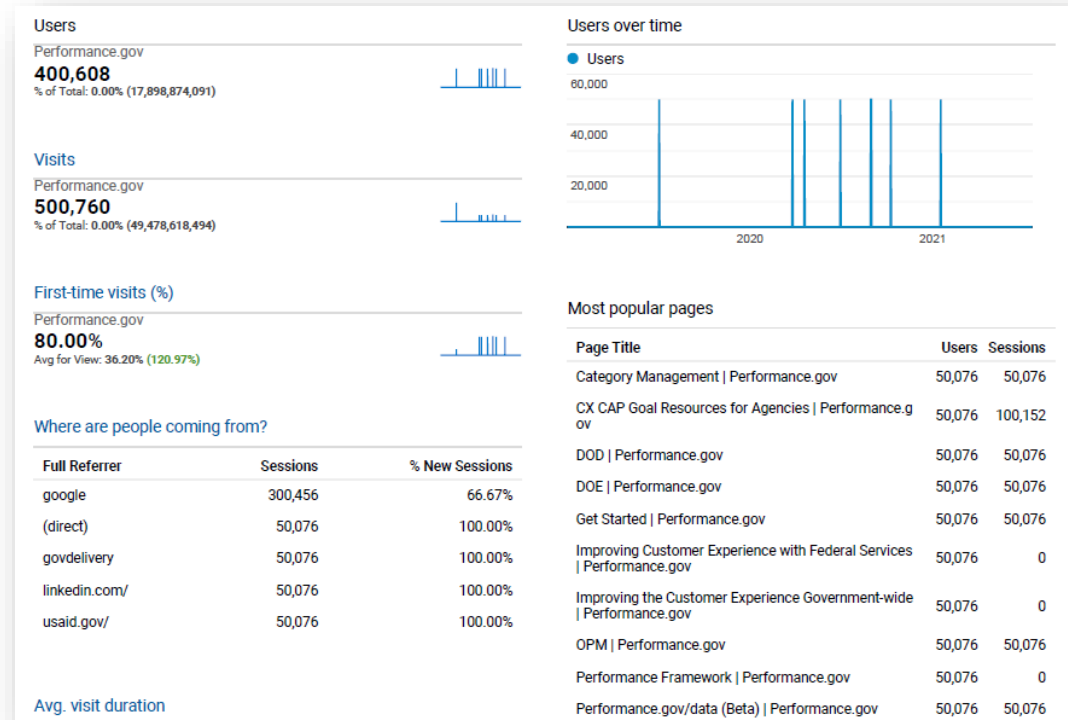
# User Behavior Observations

Our team sifted through existing Google analytics data to better understand customer trends.

**Jan 1, 2019 – July 19, 2021**  
**Trump Administration Analytics**

## Visible Trends: Low Traffic

- There have been 400,608 customers and 500,760 visits to the Performance.gov site between January 2019 and July 2021
- Over the course of 2 years, first-time customer visits have increased by 120% but decreased average time spent on site.



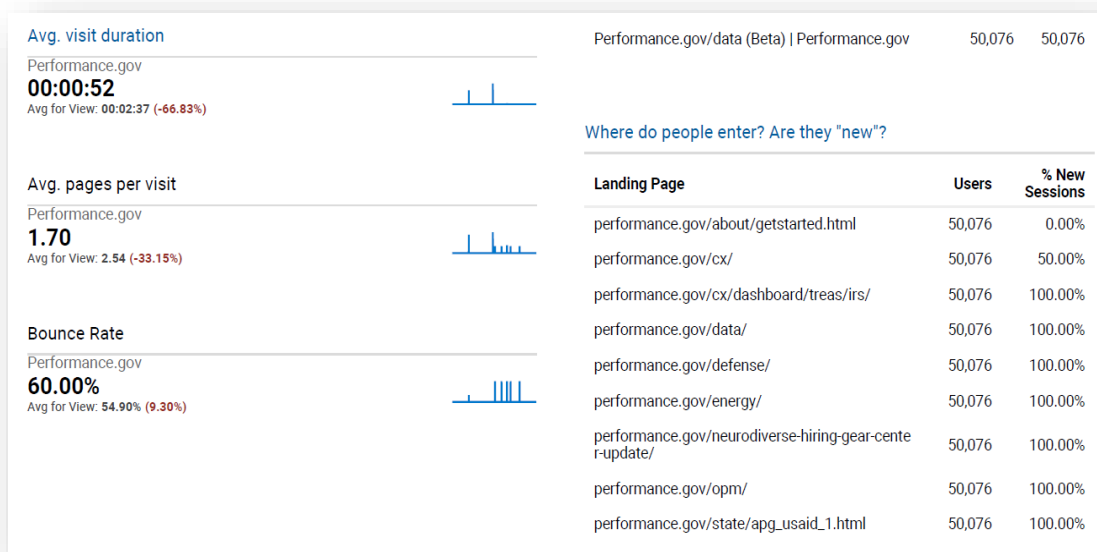
# User Behavior Observations (Cont'd)

Our team sifted through existing Google analytics data to better understand current customer trends and behavior.

**Jan 1, 2019 – July 19, 2021**  
Trump Administration Analytics

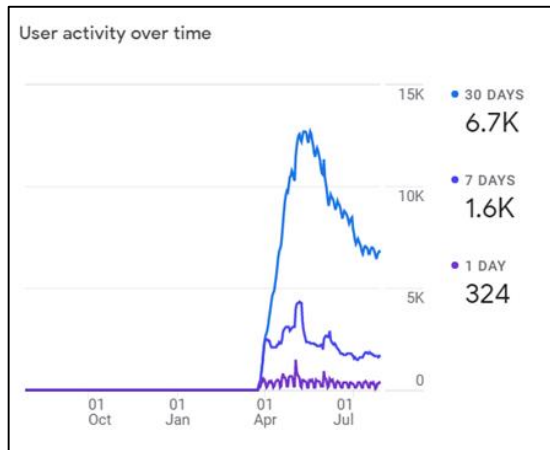
## Visible Trends: Low Engagement

- Average visit duration to the Performance.gov site has decreased by 66%, from 2 mins and 37 seconds to 52 seconds
- Average pages per visit has decreased by 33%, from 2.54 to 1.70 average pages for view
- Bounce rate from the Performance.gov site has decreased by 9% over the course of 2 years



# User Behavior

*\*Data is for last four months*



**Observation:** User activity has historically increased substantially at the same time as quarterly update releases.

**Insight:** This indicates that super customers are people familiar with the federal goal reporting process and those who want to know the status of goals on a quarterly basis.

**Design Recommendation:** Tailor quarterly content releases to meet the needs of this customer segment.

User medium ▾ +	New users	Engaged sessions
Totals	36,124 100% of total	28,249 100% of total
1 (none)	17,084	13,472
2 referral	9,804	7,361
3 organic	8,954	7,248
4 social	153	89
5 email	129	79

**Observation:** Of customers who's medium is known, referrals from other sites account for a high percentage of new customers.

**Insight:** These are potential high-value customers who want to know more about the information they've seen on partnering sites

**Design Recommendation:** Evaluate current partnerships to align content and increase partnerships with other sites to generate demand.

# User Behavior (Cont'd)

*\*Data is for last twelve months*

Page title and screen class ▾		↓ Views	Users	New users	Views per user	Average engagement time
Totals		81,825 100% of total	36,468 100% of total	36,124 100% of total	2.24 Avg 0%	0m 49s Avg 0%
1	Home   Performance.gov	27,138	13,371	10,813	2.03	0m 41s
2	404 Error   Performance.gov	14,622	10,314	9,485	1.42	0m 11s
3	Blogs   Performance.gov	6,967	1,945	413	3.58	1m 01s
4	#GovPossible   Performance.gov	5,348	3,421	2,872	1.56	0m 38s
5	Building trust through improved service delivery and experience   Performance.gov	4,855	2,049	1,415	2.37	1m 15s
6	3 Reasons Why YOU Should Apply to the CXO Fellowship Program   Performance.gov	4,236	3,012	2,809	1.41	1m 24s

**Observation:** The majority of customer views beyond the homepage are on blog posts or site campaigns. The average engagement time for these pages is more than double the home page.

**Insight:** Users are more likely to engage deeply with content and topics they find relevant to them in the blog section.

**Design Recommendation:** Use the blog section as a mechanism for amplifying other content on the site. Link to other pages and provide references to similar content for specific customer segments.

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# Policies and Requirements

Research, Analysis, & Findings

# Policies & Requirements

We have compiled GAO's summary of legal requirements for Performance.gov that must be accounted for in proposed design and recommendations.

**The agency is to share with OMB, for publication on the governmentwide performance website, information about each of its programs, including:**

1

How the agency defines the program, including the program activities that are aggregated, disaggregated, or consolidated to be considered a program by the agency

3

How each program contributes to the agency's mission and goals

2

A description of the purposes of each program

4

Funding for the current fiscal year and previous 2 fiscal years

# Policies & Requirements (Cont'd)







The agency is to make information about the agency priority goals and quarterly priority progress reviews available to OMB for publication on the governmentwide performance website. This consolidated information about each priority goal is to include:

1. A description of how the agency incorporated input from congressional consultations
2. An identification of key external factors that could significantly affect the achievement of the agency priority goal
3. The strategies and resources required to achieve the goal
4. Clearly defined milestones
5. The contributing organizations, programs, and activities
6. A description of interagency collaboration
7. An identification of the goal leader
8. Performance indicators
9. A description of how the agency ensures data accuracy and reliability
10. The results achieved during the most recent quarter and overall trend data compared to the planned level of performance
11. An assessment of whether relevant organizations, programs, and activities are contributing as planned
12. An identification of the priority goals at risk of not being achieved
13. Any strategies for performance improvement



# Policies & Requirements

Performance.gov is generally compliant with policy requirements but being able to find the required content can be challenging for customers.

Requirement	Included in Performance.gov?	How easy is it for customers to access the content?
Performance indicators	✓	
A description of how the agency ensures data accuracy and reliability	✓	
The results achieved during the most recent quarter and overall trend data compared to the planned level of performance	✓	
An assessment of whether relevant organizations, programs, and activities are contributing as planned	✓	
An identification of the priority goals at risk of not being achieved	✓	
Any strategies for performance improvement	✓	

**Key**



User can access data in two actions (clicks) or less










User can access data in three actions






User must take 3+ actions to access the data

# Policies & Requirements (Cont'd)

Requirement	Included in Performance.gov?	How easy is it for customers to access the content?
A description of how the agency incorporated input from congressional consultations		
An identification of key external factors that could significantly affect the achievement of the agency priority goal	✓	
Strategies and resources required to achieve the goal	✓	
Clearly defined milestones	✓	
The contributing organizations, programs, and activities	✓	
A description of interagency collaboration		
An identification of the goal leader	✓	

## Key

-  User can access data in two actions (clicks) or less
-  User can access data in three actions
-  User must take 3+ actions to access the data

# Policies & Requirements (Cont'd)

The following requirements are being met by the program inventory initiative. Performance.gov will integrate this information when it is available.

Requirement
How the agency defines the program, including the program activities that are aggregated, disaggregated, or consolidated to be considered a program by the agency
A description of the purposes of each program
How each program contributes to the agency's mission and goals
Funding for the current fiscal year and previous 2 fiscal years

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# Customer Challenges

Research, Analysis, & Findings

# Internal Current Challenges

Review of current documentation and conversations with stakeholders revealed several **internal** challenges that may pose risks for the future of Performance.gov.

## Communication Issues

- Data aggregation and current format is eroding communication effectiveness and customer experience
- User feedback indicated that performance.gov data collection is perceived as a “check-the-box” exercise
- Communicated changes in project direction over time impacted progress.

## Resourcing Issues

- Limited resources and staff committed to the project have delayed modernization efforts
- Legacy portal required agency performance leads to follow a time-consuming process to update performance.gov for their entire agency that led to overall resource constraints

## Process Issues

- Highly manual and elongated processes delayed enhancements
- Current template for reporting is not machine-readable content and data

# Customer Current Challenges

Review of current documentation and conversations with stakeholders reviewed several **external customer** challenges that may pose risks for the future of Performance.gov.



## Recognizable

People rarely recognize Performance.gov for what it is: a transformational opportunity to reshape how the U.S. government collaborates to achieve shared goals

- The inertia surrounding education of customers about Performance.gov's potential is a barrier for securing the collaboration and resources needed to evolve the site into a data-driven, culture-driving platform with far-reaching impact



## Useful

Not enough people use federal performance information in a manner consistent with its stated goals

- Agencies invest enormous amounts of time preparing information on their goals, progress, and results that are consolidated on Performance.gov
- It is unclear whether enough people meaningfully use this information, which risks exposing the project to criticism



## Awareness

"No one knows your strategy."  
General lack of understanding of the value and benefits of Performance.gov data

- Researchers have found that middle managers and executives struggle to name their organization's top priorities
- In the federal government, many can assume the same, as a lack of strategic visibility may be undermining coordination among the workforce

# Customer Current Challenges (cont'd)

Review of current documentation and conversations with stakeholders reviewed several **external customer** challenges that may pose risks for the future of Performance.gov.



## Engagement

Employee engagement is lower in the federal government.

- Concerned with the fact that federal civil servants report significantly lower levels of engagement than their private sector counterparts
- Connecting employees to the human purpose behind their work could help



## Trust

Trust in government is at historic lows.

- People often do not recognize the quiet ways in which the federal government's programs and services help them or the communities they care about
- People may not feel they can relate to federal civil servants, whose humanity (and diversity) are rarely showcased



## Time

It takes too long to apply high-quality branding to our deliverables, and our products frequently fail to reinforce a shared identity.

- The current brand identity lacks a robust set of guidelines/templates and did not account for the type of storytelling and data visualization currently desired
- As a result, teams are slowed down and must step outside their identity to make effective design choices for the task at hand