PRESIDENT'S MANAGEMENT AGENDA

Improving Customer Experience with Federal Services

High Impact Service Provider Annual CX Action Plan

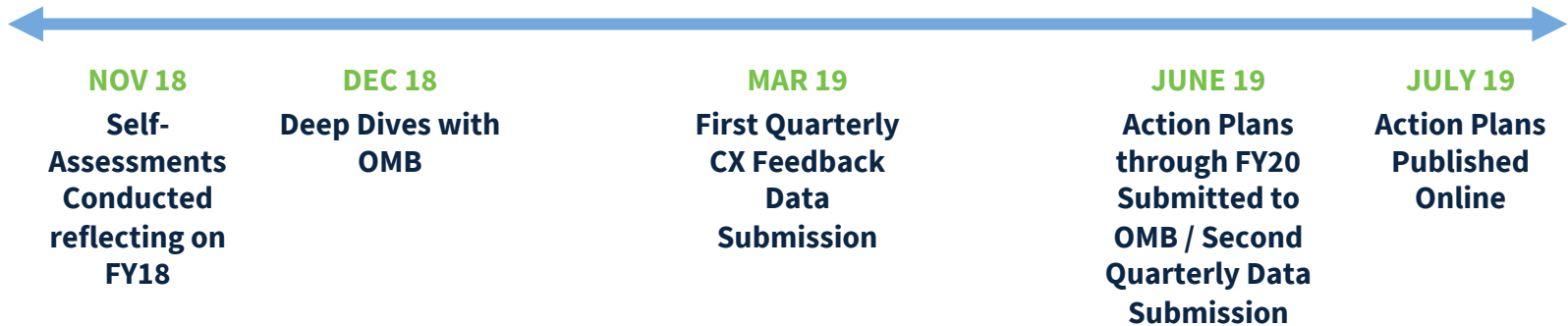## Transportation Security Administration

June 2019

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FIRST YEAR Timeline for A-11 Section 280

FY19

NOV 18	DEC 18	MAR 19	JUNE 19	JULY 19
Self-Assessments Conducted reflecting on FY18	Deep Dives with OMB	First Quarterly CX Feedback Data Submission	Action Plans through FY20 Submitted to OMB / Second Quarterly Data Submission	Action Plans Published Online

ONGOING Timeline for A-11 Section 280

FY20

DEC 19	JAN 20	FEB 20	MAR 20	APRIL 20
Q1 CX Feedback Submission (Ongoing Quarterly)	Self-Assessments Conducted reflecting on FY19	Deep Dives with OMB	Action Plans through FY21 Submitted to OMB	FY21 Action Plans Published Online

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HISP Annual Maturity Self-Assessment Summary

In 200 words or less total, tell us about your efforts around each core CX function by responding to the following prompts that apply.

Measurement: 4 / 6

Please give a 2-3 sentence summary of your efforts:

Through the Customer Experience Advisory Council, TSA has gathered what we would call a first pass at agency wide metrics that have the most impact on the customer experience. TSA also identified other measures for data collection in line with those of OMB A-11.

What are you most proud of?

The measures identified by TSA are in line with those required by OMB A-11.
TSA has begun to develop a strategy for collecting Customer Experience feedback measures across our multiple streams of Customer interaction.

What nascent / ongoing activities do you hope to grow?

Develop an agency wide dashboard of customer experience metrics in addition to those established by OMB A-11 and share this information publically.

What's blocking you from initiating / making / fully implementing changes?

Resources necessary to carry out these functions.

What else would you like to share?

Governance: 4 / 6

Please give a 2-3 sentence summary of your efforts:

TSA established a Customer Experience Advisory Council that is comprised of representatives across the agency with customer facing programs or activities impact the Customer Experience.

What are you most proud of?

Through the Customer Experience Advisory Council, TSA has been able to identify ongoing or planned CX activities across the agency.

What nascent / ongoing activities do you hope to grow?

Prioritize CX activities and establish milestone and monitor progress for improvement.

What's blocking you from initiating / making / fully implementing changes?

Resources necessary to carry out these functions.

What else would you like to share?

Organization & Culture: 2 / 6

Please give a 2-3 sentence summary of your efforts:

TSA has identified the need to incorporate CX into performance plans and job announcements and strengthen the CX message in training products for our workforce.

What are you most proud of?

One program office within TSA has already piloted incorporating a CX measure into their performance plans. The CEAC will use this model to incorporate CX into all performance plans to hold employees accountable.

What nascent / ongoing activities do you hope to grow?

Review TSA officer new hire training and enhance CX components within the existing training.
Incorporate CX measures in performance plans.

What's blocking you from initiating / making / fully implementing changes?

For years, our primary focus has been security. Now, we need to find the right balance between security and customer service in a fast-paced, high-volume, dynamic threat environment.

What else would you like to share?

Customer Research: 2 / 6

Please give a 2-3 sentence summary of your efforts:

TSA is working on developing a library of detailed customer personas to ensure we are addressing the needs/concerns of our various customers.

What are you most proud of?

Through the Customer Experience Advisory Council, TSA has been able to develop detailed customer personas. TSA has already identified a mechanism for collecting employee feedback more frequently.

What nascent / ongoing activities do you hope to grow?

Conduct more data collection in other business areas such as contact centers, enrollment centers and additional areas where the public conducts transactions with TSA (e.g. claims).

What's blocking you from initiating / making / fully implementing changes?

Following the requirements of the Paperwork Reduction Act creates a significant barrier in data collection and sharing the information gathered.

What else would you like to share?

PRA should be reviewed to ensure if is really beneficial rather than just creating additional work for government.

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Service Design: 5 / 6

Please give a 2-3 sentence summary of your efforts:

In 2017 TSA Information Technology awarded the TSA Agile Services contract. This contract uses an agile, iterative design process for all application development projects.

What are you most proud of?

In 2018 the TSA Digital Services Team developed its own CX tool and process and has used journey mapping to operationalize the concept for all Salesforce (Saas) development.

What nascent / ongoing activities do you hope to grow?

For all new application development projects using Salesforce, we use human-centered design processes to shape the first versions of the application. We have not yet used HCD on an ongoing basis however to measure outcomes.

What's blocking you from initiating / making / fully implementing changes?

What else would you like to share?

As the customer focused division of IT, we strive to maintain approaches that focus on the intended customer so that IT is a solution to carry out their mission needs. Our future processes are expected to take the same approach.

Areas of Focus

Reflecting upon our 2019 CX Maturity Self-Assessment, our HISP has decided to focus on raising our maturity in the following areas in FY19/FY20:

- X **Measurement**
- **Governance**
- X **Organization & Culture**
- **Customer Research**
- **Service Design**

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FY 2019 / 2020 CX Improvement Actions

Describe a use case where a typical customer of your program faced challenge(s) during a service experience. This case should relate to one of your organization's Focus Areas for the remainder of FY19 and through FY20.

Typical HISP Customer Profile
The primary customer served by TSA is the traveling public. The goal is to traverse the security screening checkpoint as quickly and stress free as possible.

Customer Needs + Frustrations
Travelers are not fully aware of the information sources made available by TSA. If travelers had this information, they would be more aware and prepared for the screening process and know where to direct questions.

HISP Implementation Challenge(s)
Travelers consume information through multiple channels (text, chat, e-mail, web, phone) and various multimedia methods (video, picture, text). We need to ensure that we make all resources available as best we can without saturating the environment with too much information, which then becomes useless.

Stats
Fifteen percent of those surveyed stated that they were not aware of the information sources TSA offered for travel tips and assistance.

Action 1
Focus Area: Measurement

Goal to be accomplished by September 30th, 2021:
Develop and implement communications plan that leverages existing communication products. The goal is to better communicate to the public TSA's polices and procedures prior to their arrival at TSA security checkpoints.

Critical Activities and Milestones:
Identify TSA information resources, communication products and target audiences.
Identify gaps and areas we can communicate to the public where we traditionally have not.
Review information provided

Other Notes:
SCPA, CSB

FY 2019 / 2020 CX Improvement Actions

Describe a use case where a typical customer of your program faced challenge(s) during a service experience. This case should relate to one of your organization's Focus Areas for the remainder of FY19 and through FY20.

Typical HISP Customer Profile

The primary customer served by TSA is the traveling public. The goal is to traverse the security screening checkpoint as quickly and stress free as possible.

Customer Needs + Frustrations

Passengers that required additional screening feel they were not provided a thorough explanation of why the additional screening was required which made them feel a bit anxious about what behavior resulted in the additional screening and what was going to happen, including if the process would cause them to be delayed for their flight. Although part of the screening protocol, because passengers become anxious when pulled aside for additional screening, they may not hear the explanation provided or this explanation may not be clear.

HISP Implementation Challenge(s)

The TSA officers are trying to get passengers through the screening process as quickly as possible while maintaining the highest level of security, in addition, they provide these advisements routinely and may not recognize that a passenger is not paying full attention to the explanation provided.

Stats

Twenty one percent of passengers survey stated that additional screening was not explained.

Action 2

Focus Area: Organization & Culture

Goal to be accomplished by September 30th, 2021:
Improve communication and advisements the TSA Officers provide for additional screening.

Critical Activities and Milestones:
1. **Review current SOP for additional screening advisements needed.**
   - Determine language modifications and include in the larger SOP restructuring effort.
   - Implement change(s) and collect feedback from TSOs (conduct focus groups and observations).
2. **Review HPB's TSO Culture and Passenger Experience results to inform recommendations and be used for additional support in current effort.**
3. **Review current training curriculum and determine gaps regarding advisement/communication training.**
   - Determine language and content for enhanced training.
   - Develop advisement and communication content for role-play activities in basic training with associated instructor guide elements.
   - Develop refresher training content/modules for OLC platform using video-based examples demonstrating various advisement situations and effective communication strategies.
   - Validation of training (pre-and post assessment; performance).
4. **Pilot impact of multiple revisions to advisements to determine passenger response.**
   - Solutions may include advisement cards, modification of verbal advisement language, hybrid of language and card , signage.
5. **Determine and implement most effective solution based on pilot results.**

Other Notes:
Recommend working with CSB and SCPA, to review the TSA.GOV site/app and social media platform(s) to make recommendations on passenger engagement (i.e.. polls and question GIFs and Tips) pertaining to physical search.