Department of Homeland Security

Transportation Security Administration

2020 Action Plan

Federal Customer Experience

Note on formatting: TSA completed their action plan early, and as such used the previous' years template, but it does include the same relevant information as the other 2020 action plans.

US

BY THE PEOPLE
FOR THE PEOPLE
WITH THE PEOPLE

How do we evaluate our CX maturity?

Measurement

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

Conducted robust TSA-wide surveys including: TSA Contact Center and UES Help Desk phone and email surveys; in-person surveys at UES TSA Pre✓® enrollment centers; TSA.gov user surveys; and surveys following @AskTSA interactions. Formalizing TSA-wide metrics dashboard, aligned with OMB A-11 metrics guidance.

What are you most proud of?

Collaborated with OMB and OPM to investigate relationship between customer experience data (gathered from TSA Contact Center) and employee engagement-satisfaction data (gathered from Transportation Security Officer (TSO) Federal Employee Viewpoint Survey (FEVS)).

What nascent / ongoing activities do you hope to grow?

Finalize metrics and measurement strategy to assess upcoming strategic customer experience pilots. Roll out TSA-wide metrics dashboard, aligned with OMB A-11 metrics guidance.

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

Difficult to aggregate all TSA customer experience related data centrally in one location. Difficult to identify all surveys TSA conducts; working towards creating a single 5-point Likert scale to gain consistency across TSA; PRA process is burdensome and remains a hurdle to updating survey questions.

Governance & Strategy

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

Conducted interviews with TSA Executives and field Federal Security Directors (FSDs) to gather perspective on TSA future CX vision and strategic path forward. Synthesized perspectives into high-level TSA CX Strategic Plan with four priority strategic initiatives. The Customer Service Branch continues to serve as the primary point of contact for TSA CX activities.

What are you most proud of?

Identified and committed to four strategic priorities, including: "Develop unified TSA-wide CX vision, strategy, metrics, and roles;" "Design and pilot employee CX training and recognition program;" "Design and pilot improved passenger awareness of TSA communication channels;" and "Design and pilot improved passenger communication on additional screenings."

What nascent / ongoing activities do you hope to grow?

Implement three strategic pilots, measure progress, and incorporate learnings into 2021 CX strategic planning.

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

Due to COVID-19, TSA has been unable to hold a Leadership Visioning session to align all TSA Executives to the TSA CX future vision and strategic path forward.

How do we evaluate our CX maturity?

Organization & Culture

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

Conducted in-depth Customer Support Manager (CSM*) survey to assess their top CX-related support needs. Piloting CSM community of practice to foster cross-airport collaboration and best-practice sharing on CX topics. Piloting Customer Experience training for the entire TSA screening workforce. Many airports are piloting additional CX trainings and evaluating their impact.

What are you most proud of?

Developed "Demystifying Customer Experience" targeted 30-minute training session to educate the screening workforce on how customer service supports TSA's security mission and which departments are available to support staff in customer service needs.

What nascent / ongoing activities do you hope to grow?

Roll out CSM "Brown Bag" program and schedule with targeted CX topics. Further assess screening workforce CX training and recognition needs to finalize screening workforce pilot.

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

Challenging to make CX training opportunities accessible to entire screening workforce, as many do not check their email or use a computer as they spend their full workday operating the checkpoint.

CSMs are responsible for resolving complaints at the airport level and have direct interaction with the public.

Customer Understanding

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

Building on April/May 2019 passenger experience survey, conducted assessment with TSA Executives, FSDs, and CSMs to further identify customer pain points and potential solutions. In addition, conducted in-depth journey maps from booking a flight reservation through retrieving checked baggage. CSB has created personas for multiple categories of travelers.

What are you most proud of?

Actioning improvements to the customer experience based on direct passenger feedback provided in the April/May 2019 passenger experience survey.

What nascent / ongoing activities do you hope to grow?

Determine timeline and plan for next passenger experience survey, as follow-up to TSA's April/May 2019 passenger checkpoint survey.

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

There is a need for increased efficiency in the PRA approval process for timely and relevant customer research activities.

How do we evaluate our CX maturity?

Service Design

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

Engaged with multiple disability and multicultural coalition groups and discussed screening equipment advances and procedural changes. TSA met with the coalitions at least quarterly and held an annual conference. Further, based on passenger and CSM feedback, designed process flow charts for screening workforce on how to direct passengers to TSA customer service departments, including the TSA Contact Center, Ask TSA, and TSA Cares.

What are you most proud of?

Developing new process flow chart based directly on passenger and workforce feedback and perspectives.

What nascent / ongoing activities do you hope to grow?

Gather passenger feedback on both TSA communications channels pilot and improved screening communications pilot.

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

Our Security Policies and Procedures are not always open for discussion and feedback, as our primary function is ensuring travelers are safe and secure.

What will we do?

Customer Pain Point

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 FY20 and through FY21.

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
Customers require clear communication from Transportation Security Officers (TSOs) regarding security checkpoint procedures. Many passengers are not seasoned travelers and thus unsure of what to expect at the screening checkpoint. Additionally, screening procedures change regularly and vary from airport to airport. Given this, clear communication from TSOs is critical to ensure a positive customer experience.

HISP Implementation Challenge(s)
The TSOs are trying to get passengers through the screening process as quickly as possible while maintaining the highest level of security. It can be challenging for officers to grasp the importance of customer service given TSA's overall focus on security.

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

Approach

Focus Area: Organization & Culture

Goal to be accomplished by September 30th, 2021:
Roll-out TSA-wide employee customer experience training and recognition programs.

Critical Activities and Milestones:
Screening workforce program:
1. Finalize assessment of TSO customer experience training and recognition needs.
2. Formalize TSO training and recognition pilot.
3. Pilot TSO training and recognition pilot, including continued roll-out of newly developed "Demystifying Customer Experience" training to educate the screening workforce on how customer service supports TSA's security mission.
4. Gather TSO feedback on pilot; Measure changes in passenger complaints.
5. Make adjustments, prepare for TSA-wide roll-out.

Customer Support Manager program:
1. Continue roll-out of Customer Support Manager community of practice pilot to foster cross-airport collaboration and best-practice sharing on CX topics.
2. Gather CSM feedback on pilot; Measure changes in passenger complaints.
3. Make adjustments, prepare for TSA-wide roll-out.

What will we do?

Customer Pain Point

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 FY20 and through FY21.

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.

Approach

Focus Area: Measurement

Goal to be accomplished by September 30th, 2021:
Roll-out nation-wide plan for improved passenger awareness of TSA communication channels (including TSA Contact Center, Ask TSA, TSA website, and TSA Cares).

Critical Activities and Milestones:
1. Working closely with Strategic Communications/Public Affairs, finalize deep-dive assessment of passenger engagement with TSA communication channels.
2. Develop prototypes for improved passenger awareness of TSA communication channels.
3. Implement prototypes for improved passenger awareness of TSA communication channels, including new process flow chart for screening workforce on how to direct passengers to TSA customer service departments (i.e. the TSA Contact Center, Ask TSA, and TSA Cares).
4. Gather passenger feedback on prototypes and measure changes in passenger engagement with TSA communication channels.
5. Evolve prototypes based on passenger feedback; implement upgraded prototype.
6. Measure progress, make final adjustments.
7. Finalize nation-wide roll-out plan for improved passenger awareness of TSA communication channels.