



American Customer Satisfaction Index

# E-Government Satisfaction Index

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## Introduction: Making the Case for a Renewed Commitment to E-Gov in the Next Administration

Research by the Pew Internet & American Life Project reported that 70% of Americans expect to be able to get information or services from government websites when they need it. While it's too soon to say what a change of administration might mean for future e-government funding and focus, it's clear that e-government is no longer just an option, it's a necessity. It also seems clear that both candidates understand the web is crucial to interacting with constituents, given the unique and unprecedented role that the internet has played in the 2008 Presidential campaign.

The government has done a remarkable job satisfying citizens with e-gov initiatives so far, as the following report attests. However, we've only scratched the surface of e-gov's potential, and a change in administration is the perfect time to implement new policies, executive orders, and legislation that will support the efforts of federal workers to deliver superior information and services to the citizenry via the web.

One week from the release of this report, we will be electing a new president. Each candidate has promised an administration that will bring change, improve transparency, and increase accountability to United States citizens. Fears about the economy are at a fevered pitch, and whoever wins will inherit an economy where efficiency in government has never been more important. It will be crucial to save money wherever possible.

As the candidates spar about saving money on earmarks, energy independence, federal government efficiency, or any of the other proposals intended to offset the controversial \$700 billion bailout, neither one has spent much time talking about how technology—specifically increasing adaptation and sophistication of e-gov initiatives—could kill two birds with one stone. Robust, effective e-government programs that satisfy citizens will encourage more people to use federal websites not only to get information but also as their primary channel of interaction with the government. These two kinds of usage save the government and the people both time and money while fostering democracy, increasing accountability, and improving transparency.

The advantages to well-executed e-gov initiatives are manifold:

- **Savings of both time and money for the federal government**—When citizens do more with the federal government online instead of using other more costly channels, it improves the efficiency of collecting revenue while also cutting costs by reducing paperwork, printing and mailing costs, staff, call center and office traffic, and fees related to facilities, training, travel, repairs, and other materials and supplies.
- **Better service for citizens and businesses**—The availability of federal government information and services online makes it faster, easier, cheaper, and more convenient for citizens to interact with the government. A GSA report showed that online tax filing, license renewal, recreation, and job search are among the most popular e-gov programs, and the popularity of online benefits application keeps increasing.

- **Accountability and transparency, which leads to support for democracy and more active participation in government**—More people than ever have access to information that would previously have been much more difficult to obtain. Citizens have the ability to provide their feedback quickly and easily, allowing for unprecedented citizen participation in government. The free flow of information online also facilitates accountability and transparency, which discourages corruption.
- **Streamlined bureaucracy and reduced redundancy**—Putting government information and services online achieves consolidation and integrates systems and databases to increase efficiency and enable government to operate more responsively and efficiently.

This report measures 98 e-gov sites by perhaps the most important performance metric: how well they are satisfying citizens. We use the methodology of the University of Michigan's American Customer Satisfaction Index (ACSI), which has been used for more than 15 years to rate both online and offline federal government departments and agencies. In the quarterly ACSI E-Gov Index, each participating website is rated on a 100-point scale, allowing for comparisons between websites, departments, agencies, and even comparisons to the private sector.

The ACSI also allows us to project future behavior based on satisfaction, and today's report makes the case more clearly than ever: the data show that citizens who are highly satisfied with a federal government website are 84% more likely to use the website as a primary resource, 85% more likely to recommend the website, and 58% more likely to return to the website than are dissatisfied visitors. These are exactly the behaviors that will allow e-gov to fulfill its promise of increased cost-savings, efficiency, effectiveness, and inclusiveness.

The ACSI E-Gov Index shows a very clear trajectory of rising satisfaction and increased attention to satisfaction by federal government websites. In short, the ACSI shows us that more sites are satisfying citizens than ever and fewer are falling short. When the E-Gov Index started in 2003, of the mere 22 sites that were included, only one had a score over 80, and 59% of the sites had a score of 60 or lower. Compare that to 98 sites included today, 26 sites with scores of 80 and above and only 26% of sites scoring lower than 70.

Although huge strides in e-gov have clearly been made in the last five years, it is also clear that progress has slowed. Estimates on the number of federal government websites in existence now range up to 22,000, and that number will only continue to grow. It is more important than ever that websites meet the needs of citizens.

With the change in administration on the horizon, there has never been a better time for renewed commitment to increasing the accessibility and effectiveness of government websites. Much of what needs to be done needs to happen at the agency or departmental level, but there are things the next administration can do.

- **Consider a cabinet-level position or a federal E-Gov Czar** to oversee the responsible, efficient, and secure use of the internet, while ensuring the continued improvement and efficiency of e-gov.
- **Support legislative efforts to expand the E-Gov Act of 2002** (currently stalled in Congress) and HR 404, the Customer Service Act, which could have huge implications for e-gov.

- **Encourage the standardization of reliable and accurate metrics** to assess the usage and effectiveness of federal websites, focusing on outcomes and accountability.
- **Reassess federal privacy laws** in order to better balance real and perceived privacy issues.

When executed properly, e-government has the potential to represent the very best that American government has to offer. Just as e-commerce has become a bright spot in the e-retail industry in a troubled economy, e-government can become a shining example of efficiency and transparency in a government criticized of late for bloated spending, redundancy, and wastefulness. Our next President should read this report, see the good work that federal employees at all levels are doing to increase transparency and accountability through online access to information and services, and should make it a cornerstone policy of the next administration to do whatever is possible to support and foster the next wave of government success online.

### Key Findings of the ACSI E-Government Index: E-Gov Gains Ground in Most Areas

- **Citizen satisfaction with e-gov has improved two quarters in a row.** Satisfaction with e-gov rates a 73.9 on the ACSI's 100-point scale, among the highest levels of citizen satisfaction since the Index began five years ago.
- **More sites than ever are "top performers."** Of the 98 e-gov websites included in the Index, a record number of sites (26, or more than a quarter of all sites included in the Index) are "top performers" with scores of 80 or higher. Last quarter, only 23 sites qualified for this honor.
- **Many more sites are maintaining or increasing satisfaction than are declining.** 42% of sites saw satisfaction scores improve since the last report, while 29% of sites had no change and 30% of sites saw their scores decrease.
- **E-gov that satisfies citizens is more efficient and cost-effective.** Citizens who are highly satisfied with a federal government website are 84% more likely to use the website as a primary resource (as opposed to other, more costly channels), 85% more likely to recommend the website, and 58% more likely to return to the website, which helps the federal government operate more cost-efficiently.
- **Search, functionality, and navigation remain top priorities for improving many government websites.** 96% of sites that measure citizens' opinions on their search features found it to be a top priority element. This means that improvements to search will have the greatest impact on overall satisfaction, and therefore on a citizen's likelihood to return to the site, recommend it, or use it as a primary resource.
- **Citizens are most satisfied with e-commerce/transaction government websites.** Career and recruitment websites come in second in terms of overall citizen satisfaction.

Each of these findings is discussed in more detail in the following report.

## About the ACSI E-Government Index

*The ACSI E-Government Satisfaction Index is a special quarterly report of the American Customer Satisfaction Index (ACSI), which is produced by the University of Michigan in partnership with the American Society for Quality (ASQ), ForeSee Results and the CFI Group.*

*The ACSI is the only uniform, national, cross-industry measure of satisfaction with the quality of goods and services available in the United States, both in the private and public sectors. In 1999, the federal government selected the ACSI to be a standard metric for measuring citizen satisfaction. Over 100 federal government agencies have used the ACSI to measure citizen satisfaction with more than 200 services and programs and more than 100 websites. The report on offline federal government services is released annually in December. The E-Government Index is released quarterly. The ACSI is produced by the University of Michigan, in partnership with the American Society for Quality (ASQ) and CFI Group, an international consulting firm. ForeSee Results sponsors the e-commerce, e-business and e-government indices.*

*ForeSee Results collects and analyzes the data for the e-government websites included in the report. ACSI e-government scores were calculated based on data gathered from voluntary online surveys of randomly selected site visitors. Each government website was rated by its visitors on various components of overall satisfaction. The ratings were converted to a score on a 100-point scale using the ACSI methodology.*

*The ACSI methodology identifies key drivers of online satisfaction (such as navigation, look and feel, search, site functionality, etc.) and quantifies their relationship to overall citizen satisfaction. This cause-and-effect methodology demonstrates the impact of website enhancements in these areas on overall customer satisfaction. In turn, customer satisfaction, as measured by the ACSI, has been proven to predict how citizens will behave in the future. Improvements to customer satisfaction will make citizens more likely to choose to interact with an agency online (the more cost-effective channel), return to the site, and recommend it to others. Monitoring and improving customer satisfaction has tangible impact on citizen usage of the web channel and on the bottom line.*

*Note: This quarter marks the second report since moving to calendar-year quarters to make it easier for government agencies and departments to monitor citizen satisfaction in line with government reporting periods. Data was collected from July 1 – September 30, 2008.*

*So that federal government websites can benchmark against their peers, scores in the following report are further organized by both functional category and organizational structure. The functional categories include:*

- News and information
- Portals and department main sites
- E-commerce and transactional
- Career and recruitment

*The ACSI E-Government Index also analyzes scores according to three organizational categories that match the way the federal government is structured:*

- Department sites, which includes independent agencies, corporations, administrations, etc.
- Agency sites, which includes all entities that fall directly below a department or organization
- Program sites, which includes all other sites

*The ACSI methodology assesses satisfaction with specific elements of a government website experience, including but not limited to:*

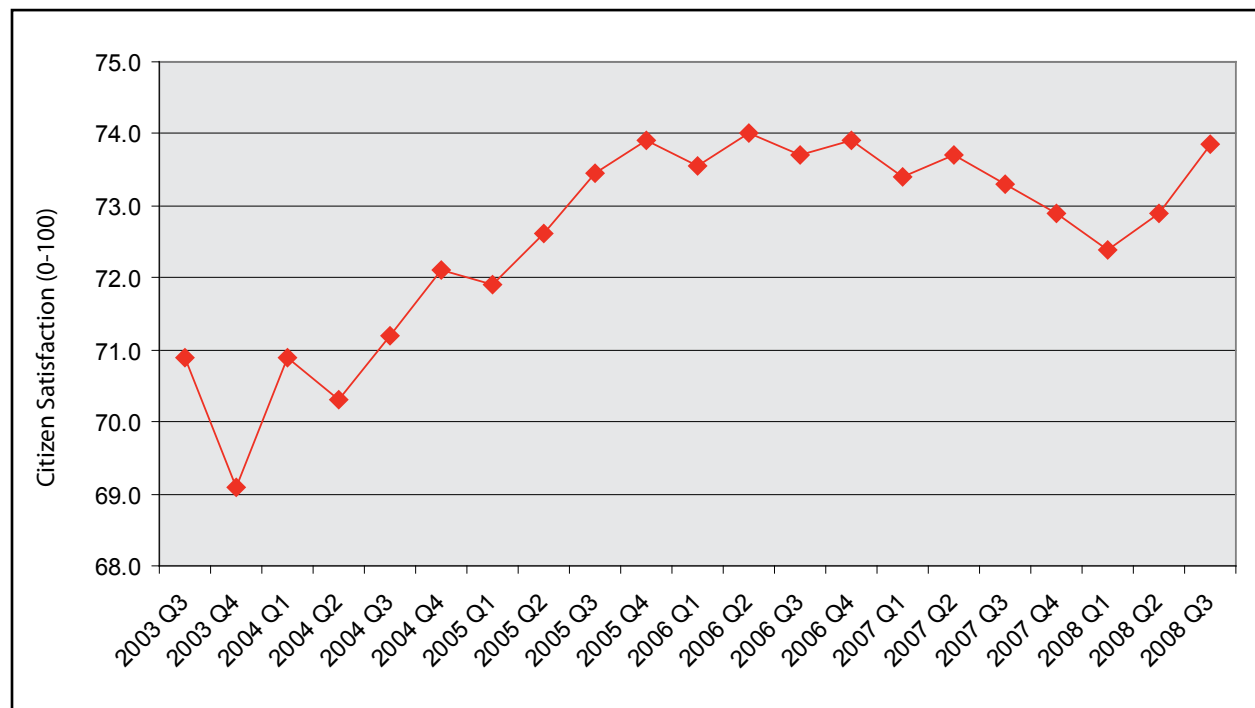
- Navigation
- Functionality
- Search
- Look and feel

## Satisfaction Up From Last Quarter

The University of Michigan and ForeSee Results have been measuring citizen satisfaction with federal government websites since 2003, for five years (21 consecutive quarters). The chart below shows the trend in citizen satisfaction with government websites from the third quarter of 2003 (when the first E-Gov Index was published) through the third quarter 2008. Citizen satisfaction with e-government during the third quarter of 2008 was 73.9 on the ACSI's 100-point scale.

The above chart represents a substantial amount of data (more than 200,000 surveys conducted during the third quarter of 2008 alone, and many millions completed since the first ACSI E-Gov Index in 2003). While scores for individual quarters have fluctuated, the clear trend over time is increasing satisfaction. Participation in the Index is increasing as well. The number of sites choosing to measure citizen satisfaction with their website as part of the ACSI E-Gov Index has quadrupled, from 22 sites in September of 2003 to 98 sites in October of 2008.

### E-Gov Satisfaction Scores Over Time



Not only has satisfaction with federal websites increased in the aggregate, but citizen satisfaction with many individual sites is on the rise, both compared to last quarter and last year.

Quarter-over-quarter:

- 42% of sites now have higher scores
- 30% of sites now have lower scores
- 29% of sites have the same scores as last quarter

*“This latest jump in satisfaction indicates government agencies are truly buying into the concept that customer satisfaction counts most as a performance measure,” says Ron Oberbillig, COO at the Federal Consulting Group. “We must continue to focus like a laser on customer perspectives and make the improvements that drive their satisfaction. It’s the path to even greater success!” The Federal Consulting Group is a government organization and executive agent for website surveys based on the American Customer Satisfaction Index methodology.*

The trend is also positive year-over-year, with a remarkable two-thirds of sites registering increased satisfaction since last year:

- 64% of sites have higher scores now than last year
- 29% of sites’ scores are lower
- 7% of sites saw their scores stay flat

In fact, satisfaction with e-gov has trended consistently upward over time. When the Index started in 2003, of the mere 22 sites that were included, only one had a score over 80, and 59% had a score of 69 or lower. Compare that to 98 sites included today, 26 sites with scores of 80 and above, and only 26% of sites scoring lower than 70.

### E-Gov Inclusion and Growth Over Time

Year	# of Sites Included in E-Gov Index	# of Sites Achieving “Top Performer” Status*	# of Sites Achieving “Bottom Performer” Status**
2003: First E-Gov Index	22	<5% of all sites	59% of all sites
December 2004	54	13%	35%
December 2005	89	18%	21%
December 2006	87	21%	22%
December 2007	91	21%	33%
October 2008	98	27%	26%
Change since first year	Participation is up 350%	% of “top performer” sites increased by a factor of 5	% of “bottom performer” sites is down 56%; currently, only about one in four sites are considered “bottom performers”

\*Top performers are sites with scores at or above 80 on the ACSI’s 100-point scale.

\*\*Bottom performers are sites with scores 69 and below on the ACSI’s 100-point scale.

The upshot: more sites are increasing citizen satisfaction, which reflects increased government attention to citizens' online needs. As more sites increase satisfaction, more citizens will choose to interact with the federal government online, thereby defraying costs of more expensive communication channels and also giving citizens easier, more convenient access to information and services.

## E-Gov Lags Behind Private Sector in Terms of Satisfaction

Citizens' perceptions of government sites are shaped by the sum total of their online experiences, so it's important to compare federal government sites to private sector sites. The methodology of the ACSI allows for direct comparison between individual websites and overall industries because of the unique methodology that is applied to both the private and public sectors.

The chart below shows how satisfaction with e-government compares to satisfaction with e-commerce (including the top e-retail, online travel, online brokerage sites) and e-business (news/information sites, search engines and portals), two online sectors also measured by the ACSI.

### Comparison of ACSI E-Government and Online Private Sector Scores

	Aggregate Satisfaction Score
E-Government Q3 2008	73.9
E-Commerce Q4 2007	81.6
E-Business Q2 2008	79.3

The e-commerce and e-business sectors are measured once a year; e-government is measured every quarter.

It's worth noting that the e-government scores had been catching up to the e-business sector (which includes portals, search engines, and news and information sites), which had an aggregate score of 75.2 in 2007. However, the e-business sector had a huge increase in customer satisfaction in 2008, rising 5.5% to 79.3. The lesson is a good one for online government: however quickly changes and improvements are made to delivery of federal services and information online, the private sector seems able to improve faster. Since the private sector often sets citizens' expectations of what an online experience should be like, even federal government sites with high satisfaction cannot rest on their laurels.

In addition to comparing satisfaction with e-government to other online industries, it can also be instructive to compare satisfaction with government websites to satisfaction with offline government, measured by the ACSI once a year. As shown below, citizens are considerably more satisfied with government websites (73.9) than they are with the government overall (67.8).

### Comparison of ACSI E-Government and Offline Government

	Aggregate Satisfaction Score
E-Government Q3 2008	73.9
Offline Government Q4 2007	67.8



That e-gov surpasses traditional government in terms of satisfying citizens is to be expected and is all the more evidence that the next administration should put resources into improving e-gov. Doing business with the government online delivers convenience that is unparalleled in the offline world. Citizens can access a wide variety of information and documents with the click of a mouse, and they don't have to wait in long lines at a brick and mortar location or in long queues in a call center. Online service quality is also more consistent. This disparity in scores shows that citizens consider interacting with the government online to be a good alternative in most cases. However, there is always room for improvement, and improvement will reap huge rewards.

## Top Performers Reach New Heights

This quarter, 26 of the 98 measured sites (27% of the total) are in the "top performers" category with scores of 80 or higher. In fact, all-time highs for the number of sites in this category were reached two quarters in a row. Any website, whether in the private or public sector, with a score of more than 80 is clearly doing a superior job in meeting citizens' needs and expectations. It's arguable that meeting this high standard is an even greater achievement for federal government websites, which typically don't have the same level of available resources as the private sector, and often have the responsibility of providing greater depth and breadth of information than private sector sites. For context, only the highest caliber private sector sites score 80 and above in the official ACSI releases on e-commerce and e-business: Amazon (88), Google (86), Newegg (87), Netflix (84), Fidelity.com (84), CharlesSchwab.com (82), eBay (81), Overstock.com (80), and TD Ameritrade (80).

According to another ACSI-based report, (The ForeSee Results Spring 2008 Online Retail Satisfaction Index), only seven of the top 100 online retailers have a score of 80 or higher, while 26 of 98 e-government websites achieve "top performer" status.

The Social Security Administration's Retirement Planner makes its debut on the Index with a score of 90, which is the second-highest score any federal government website in the Index has ever received. Only one other site has achieved an Index score of 90 or higher, which was the Social Security Administration's Help With Medicare Prescription Drug Plan Costs site, which achieved a score of 91 three years ago.

DOD's America Supports You (85), the FBI's main website (81), and the Peace Corps website (82) are also recent Index entrants that hit the ground running with very high scores. These sites understand the importance of measuring citizen satisfaction even when initial performance is strong.

While there are some new sites with stellar performances, others on the top performers list, such as Help with Medicare Prescription Drug Plan Costs (88), Internet Social Security Benefits Application (87), Medline Plus (86) and MedlinePlus en español (84) are perennial high scorers and have topped the list for many years in a row – proving that ongoing measurement provides a way to ensure that these sites continue to meet the needs of their visitors.

Nine of the sites in the top-performers category are part of the Department of Health & Human Services, three are Social Security Administration Sites, while the General Services Administration, Pension Benefit Guaranty Corporation, Department of Treasury, and Department of Justice each have two top performers.

## Top Performers

Dept.	E-Government US Agency/ Department/Office	Website	Satisfaction
SSA	SSA Retirement Estimator	SSA Retirement Estimator <a href="http://www.ssa.gov/estimator/">www.ssa.gov/estimator/</a>	90
SSA	Social Security Administration	Help with Medicare Prescription Drug Plan Costs <a href="http://www.socialsecurity.gov/i1020/">http://www.socialsecurity.gov/i1020/</a>	88
SSA	Social Security Administration	Internet Social Security Benefits Application <a href="http://www.socialsecurity.gov/applyforbenefits">http://www.socialsecurity.gov/applyforbenefits</a>	87
HHS	National Library of Medicine, National Institutes of Health, HHS	MedlinePlus <a href="http://medlineplus.gov">http://medlineplus.gov</a>	86
DOD	Department of Defense	America Supports You <a href="http://www.americasupportsyou.mil">http://www.americasupportsyou.mil</a>	85
HHS	National Library of Medicine, National Institutes of Health, HHS	MedlinePlus en español <a href="http://medlineplus.gov/esp/">http://medlineplus.gov/esp/</a>	84
HHS	National Institute of Diabetes and Digestive & Kidney Diseases, NIH	NIDDK <a href="http://www2.niddk.nih.gov/">http://www2.niddk.nih.gov/</a>	84
PBGC	Pension Benefit Guaranty Corporation	MyPAA <a href="https://egov.pbgc.gov/mypaa">https://egov.pbgc.gov/mypaa</a>	83
HHS	National Library of Medicine, National Institutes of Health, HHS	AIDSinfo <a href="http://aidsinfo.nih.gov/">http://aidsinfo.nih.gov/</a>	83
HHS	Office on Women's Health	National Women's Health Information Center (NWHIC) main website <a href="http://www.4woman.gov">www.4woman.gov</a>	83
HHS	National Institute of Arthritis and Musculoskeletal and Skin Diseases, National Institutes of Health, HHS	NIAMS Public Website <a href="http://www.niams.nih.gov/index.htm">http://www.niams.nih.gov/index.htm</a>	83
PBGC	Pension Benefit Guaranty Corporation	MyPBA <a href="https://egov.pbgc.gov/mypba">https://egov.pbgc.gov/mypba</a>	83
DOJ	Department of Justice	President's DNA Initiative <a href="http://www.dna.gov">http://www.dna.gov</a>	83
SSA	Social Security Administration	Social Security Business Services Online <a href="http://www.ssa.gov/bsowel/bsowelcome.htm">http://www.ssa.gov/bsowel/bsowelcome.htm</a>	83
Peace Corps	Peace Corps	<a href="http://www.peacecorps.gov">www.peacecorps.gov</a>	82
GSA	General Services Administration	Federal Citizen Information Center <a href="http://www.pueblo.gsa.gov/">www.pueblo.gsa.gov/</a>	82
DOL	Bureau of Labor Statistics	BLS Occupational Outlook Handbook <a href="http://www.bls.gov/oco/">http://www.bls.gov/oco/</a>	82
Treasury	United States Mint, Treasury	Online Catalog <a href="http://catalog.usmint.gov">http://catalog.usmint.gov</a>	82
HHS	Centers for Disease Control and Prevention	CDC main website <a href="http://www.cdc.gov">www.cdc.gov</a>	82
CIA	Central Intelligence Agency	Recruitment website <a href="http://www.cia.gov/employment">http://www.cia.gov/employment</a>	81
HHS	National Cancer Institute, National Institutes of Health, HHS	National Cancer Institute Site en Español <a href="http://www.cancer.gov/espanol">www.cancer.gov/espanol</a>	81

### Top Performers, Continued

Dept.	E-Government US Agency/ Department/Office	Website	Satisfaction
DOJ	Federal Bureau of Investigation	FBI main website www.fbi.gov	81
HHS	National Women's Health Information Center	Girls Health www.girlshealth.com	80
GSA	General Services Administration	GobiernoUSA.gov website www.gobiernousa.gov	80
NASA	National Aeronautics and Space Administration	NASA main website www.nasa.gov	80
Treasury	United States Mint, Treasury	U.S. Mint main website www.usmint.gov	80

### Search, Functionality and Navigation are Priorities for Improving E-Gov

The ACSI methodology identifies which elements are “top priority” for improvement – meaning that improvements in these areas will result in increased satisfaction, return site visits, recommendations, and use of the site as a primary resource. Priorities differ for each website, but we are able to make some generalizations for e-gov as a whole.

Search remains the biggest priority for improvement for most government websites: an incredible 96% of sites that measure web experiences with search found it to be a top priority. In other words, improvements to these sites' search features are likely to have a very notable impact on satisfaction with the sites, and therefore on visitors' likelihood to return to the site, recommend it, or use it as a primary resource. It's not surprising that public sector sites continue to struggle with search; even their better-funded private sector counterparts face challenges with this key driver of satisfaction.

Functionality, which assesses other site features, is a top priority element for 57% of sites that measure it. If citizens cannot get the information they need or complete the task they set out to do, they may turn to costlier offline channels, so it's imperative that government websites improve functionality.

This quarter, Navigation, which assesses site layout and organization, is a top priority for 37% of sites that measure it. Navigation is an essential element: sites that have excellent navigation may find that search becomes less of an issue. If citizens can navigate through a site and easily find the information they are looking for, they will have less need for search.

### Government Sites Reap Rewards From Citizen Satisfaction

In order to illustrate the value of high citizen satisfaction, we've compared two groups of citizens: highly satisfied citizens (scores of 80 or higher) and dissatisfied (below 70) across all of the Index sites. As shown in the table below, there are significant differences in average scores for all three measured behaviors. Highly satisfied citizens are:

- 84% more likely to use the website as a primary resource
- 85% more likely to recommend the website
- 58% more likely to return to the site

### Likely Future Behaviors

	Highly Satisfied Citizens (80+)	Dissatisfied Citizens (< 70)	Difference in Scores	The Impact of Behavior
Satisfaction	93	41	126%	
Use Site as Primary Resource	91	49	84%	Cost-savings for departments and agencies as citizens are right-channeled to web Citizens get information from credible government source, rather than another on-line/offline source (in cases where options exist, e.g., health-related information)
Recommend Site	94	51	85%	Use of government websites will grow as citizens recommend them to their friends, families and colleagues
Return to Site	96	61	58%	Government departments and agencies have ongoing channel to provide information and services to citizens via web channel
Conduct a Future Transaction (applies only to a subset of transactional sites that measure this behavior)	93	52	80%	Cost savings as traffic to call centers and offices is reduced Increased accuracy Reduced redundancy

Providing a satisfying online experience makes sense for government departments and agencies. Citizens are able to easily connect with government to receive information or conduct transactions 24/7 from their homes or offices. For government, the web channel offers a chance to provide a high level of service at a fraction of the cost of phone support, e-mail communication or staffing of branch offices.

### E-Commerce/Transaction Sites Continue to Top Functional Categories

So that federal government websites can benchmark against their peers, scores are organized by both functional category and organizational structure. The functional categories include news and information sites, portals and departmental main websites, e-commerce and transactional websites, and career and recruitment sites. Government websites often find they have much to learn from comparing their satisfaction to sites with similar missions. For example, a news and information site with a score of 73 is doing quite well and is above average for its category, but a transactional website with the same score would be performing significantly under par.

The table below shows aggregate citizen satisfaction with each of the four functional categories of sites. The e-commerce/transaction category, the highest-scoring category at 78.2 had a quarter-over-quarter aggregate score increase of +1.6%. The portals/department main site category is down a bit from last quarter, reflecting the incredibly challenging mission these sites have to be all things to all people, especially during times of increased public interest and awareness of government activities, such as during an election or a recession. Aggregate scores for the news/information category and career/recruitment are up slightly.

### Category Comparison

Category	Q2 2008	Q3 2008	Quarter-over-Quarter Percentage Change
News/Information (52 sites)	71.7	72.5	1.1%
Portals/Department Main Sites (27 sites)	73.7	73.9	0.3%
E-commerce/Transactions (14 sites)	77.0	78.2	1.6%
Career/Recruitment (4 sites)	76.6	77.3	0.9%

Note: One measured site, Buscador.gov, is not included in this table. As a site-specific search engine, it does not fit into any of these categories.

### News/Information Sites

Aggregate citizen satisfaction with the 52 sites in the news/information category is up 1.1% from last quarter with a score of 72.5. The aggregate score provides a good benchmark: any site outperforming the average is doing fairly well. However, since the top performers in this category score in the mid-eighties, there is lots of room to surpass the average. Looking at another important threshold, sites that scored above 83 have reached the top 10% of sites in this category in terms of meeting citizen needs and expectations online.

MedlinePlus (86), America Supports You (85), the National Institute of Diabetes and Digestive & Kidney Diseases (84), and Medline Plus en español (84) all have strong scores in the mid-80s. In fact, 21% of news/information sites (11 of 52) are top performers with scores of 80 or higher.

Several sites deserve mention because they have experienced significant score increases compared to three months ago or a year ago:

- The Natural Resources Conservation Service (64) had the largest increase in the last 3 months, up a remarkable 8 points, or 14%.
- The National Institute for Drug Abuse for Teens (78) is up 6 points from last quarter and 6 points from their score last year.
- DOD Tricare (62) is the most improved news/information site year-over-year, up 7 points from last year.

The gap between top- and bottom-scoring sites is 33 points, with scores in this category ranging from 86 to 53. This is a sizeable gap and indicates that there are not effective best practices for government websites in this category. More mature and successful categories and industries tend to have smaller gaps between the highest- and lowest-scoring websites.

## News &amp; Information Sites

Dept.	E-Government US Agency/ Department/Office	Website	Satisfaction Q3 2008
AGGREGATE SCORE for News and Information Sites			72.5
HHS	National Library of Medicine, National Institutes of Health, HHS	MedlinePlus <a href="http://medlineplus.gov">http://medlineplus.gov</a>	86
DOD	Department of Defense	America Supports You <a href="http://www.americasupportsyou.mil">http://www.americasupportsyou.mil</a>	85
HHS	National Library of Medicine, National Institutes of Health, HHS	MedlinePlus en español <a href="http://medlineplus.gov/esp/">http://medlineplus.gov/esp/</a>	84
HHS	National Institute of Diabetes and Digestive & Kidney Diseases, NIH	NIDDK <a href="http://www2.niddk.nih.gov/">http://www2.niddk.nih.gov/</a>	84
HHS	National Library of Medicine, National Institutes of Health, HHS	AIDSinfo <a href="http://aidsinfo.nih.gov/">http://aidsinfo.nih.gov/</a>	83
HHS	Office on Women's Health	National Women's Health Information Center (NWHIC) main website <a href="http://www.4woman.gov">www.4woman.gov</a>	83
DOJ	Department of Justice	President's DNA Initiative <a href="http://www.dna.gov">http://www.dna.gov</a>	83
GSA	General Services Administration	Federal Citizen Information Center <a href="http://www.pueblo.gsa.gov/">www.pueblo.gsa.gov/</a>	82
DOL	Bureau of Labor Statistics	BLS Occupational Outlook Handbook <a href="http://www.bls.gov/oco/">http://www.bls.gov/oco/</a>	82
HHS	National Cancer Institute, National Institutes of Health, HHS	National Cancer Institute Site en Español <a href="http://www.cancer.gov/espanol">www.cancer.gov/espanol</a> <a href="http://www.cancer.gov/espanol">www.cancer.gov/espanol</a>	81
HHS	National Women's Health Information Center	Girls Health <a href="http://www.girlshealth.com">www.girlshealth.com</a>	80
HHS	National Library of Medicine, National Institutes of Health, HHS	TOXNET <a href="http://toxnet.nlm.nih.gov">http://toxnet.nlm.nih.gov</a>	79
HHS	NIH Senior Health, National Institutes of Health, HHS	NIH Senior Health <a href="http://nihseniorhealth.gov">http://nihseniorhealth.gov</a>	78
HHS	National Institute on Drug Abuse, National Institutes of Health, HHS	NIDA for Teens website <a href="http://teens.drugabuse.gov/">http://teens.drugabuse.gov/</a>	78
DOJ	National Institute of Justice, Justice	NIJ main website <a href="http://www.ojp.gov/nij">http://www.ojp.gov/nij</a>	77
HHS	National Institute on Drug Abuse, National Institutes of Health, HHS	NIDA main website <a href="http://www.drugabuse.gov">www.drugabuse.gov</a>	77
NARA	National Archives & Records Administration	NARA Presidential Library websites <a href="http://archives.gov/presidential_libraries/index.html">http://archives.gov/presidential_libraries/index.html</a>	76
DOJ	National Criminal Justice Reference Service, Justice	NCJRS website - <a href="http://www.ncjrs.gov">www.ncjrs.gov</a>	76
DOJ	Department of Justice	Office of Community Oriented Policing Services <a href="http://www.cops.usdoj.gov/">http://www.cops.usdoj.gov/</a>	76

## News &amp; Information Sites, Continued

Dept.	E-Government US Agency/ Department/Office	Website	Satisfaction Q3 2008
HHS	Agency for Healthcare Research & Quality, HHS	Agency for Healthcare Research and Quality <a href="http://www.ahrq.gov">www.ahrq.gov</a>	76
FMCSA	Federal Motor Carrier Safety Administration	FMCSA Protect Your Move <a href="http://www.protectyourmove.com">www.protectyourmove.com</a>	75
DOS	Bureau of Educational and Cultural Affairs, State	U.S. Department of State Bureau of Educational and Cultural Affairs website <a href="https://alumni.state.gov">https://alumni.state.gov</a>	74
SBA	Small Business Administration	Business Gateway <a href="http://www.business.gov">www.business.gov</a>	73
DOC	U.S. Department of Commerce	National Geodetic Society, National Oceanic and Atmospheric Administration website <a href="http://www.ngs.noaa.gov/">http://www.ngs.noaa.gov/</a>	73
GSA	General Services Administration	Consumer Action Website <a href="http://www.consumeraction.gov">www.consumeraction.gov</a>	73
USDA	Food Safety and Inspection Service, Agriculture	FSIS main website <a href="http://www.fsis.usda.gov">www.fsis.usda.gov</a>	73
Treasury	Department of the Treasury, Alcohol and Tobacco Tax and Trade Bureau	USTTB website <a href="http://www.ttb.gov">www.ttb.gov</a>	72
DOD	Military Health System, Defense	Force Health Protection & Readiness Policy and Programs <a href="http://fhp.osd.mil/">http://fhp.osd.mil/</a>	72
White House	Office of National Drug Control, White House	Parents: The Anti-Drug <a href="http://www.theantidrug.com">www.theantidrug.com</a>	72
NRC	U.S. Nuclear Regulatory Commission	U.S. Nuclear Regulatory Commission website <a href="http://www.nrc.gov">www.nrc.gov</a>	71
DOS	International Information Programs, State	IIP main website <a href="http://usinfo.state.gov">http://usinfo.state.gov</a>	71
SSA	Social Security Administration	Social Security Online: Answers to Your Questions <a href="http://ssa-custhelp.ssa.gov">http://ssa-custhelp.ssa.gov</a>	70
HHS	Health Resources and Services Administration, HHS	Health Resources and Services Administration main website <a href="http://www.hrsa.gov/">http://www.hrsa.gov/</a>	70
EPA	Environmental Protection Agency	ENERGY STAR Building & Plants Website <a href="http://www.energystar.gov/index.cfm?c=business.bus_index">http://www.energystar.gov/index.cfm?c=business.bus_index</a>	70
FDIC	Federal Deposit Insurance Corporation	FDIC Applications <a href="http://www2.fdic.gov">www2.fdic.gov</a>	69
USDA	Economic Research Service, Agriculture	ERS main website <a href="http://www.ers.usda.gov">www.ers.usda.gov</a>	69
Treasury	Financial Management Service, Treasury	Financial Management Service <a href="http://www.fms.treas.gov">www.fms.treas.gov</a>	69

## News &amp; Information Sites, Continued

Dept.	E-Government US Agency/ Department/Office	Website	Satisfaction Q3 2008
DOC	Bureau of Economic Analysis, Commerce	BEA main website <a href="http://www.bea.gov">http://www.bea.gov</a>	69
USDA	National Agricultural Library, Agriculture	NAL main website <a href="http://www.nal.usda.gov">www.nal.usda.gov</a>	67
DOS	Bureau of Educational and Cultural Affairs, State	U.S. Department of State Bureau of Educational and Cultural Affairs website <a href="http://exchanges.state.gov/">http://exchanges.state.gov/</a>	66
Com- merce	U.S. Census Bureau, Commerce	U.S. Census Bureau main website <a href="http://www.census.gov">http://www.census.gov</a>	66
White House	Office of National Drug Control, White House	Above the Influence <a href="http://www.abovetheinfluence.com">www.abovetheinfluence.com</a>	66
USDA	Cooperative State Research, Education, and Extension Service, Agriculture	CSREES main website <a href="http://www.csrees.usda.gov">www.csrees.usda.gov</a>	65
USDA	Foreign Agricultural Service, Agriculture	FAS main website <a href="http://www.fas.usda.gov">www.fas.usda.gov</a>	65
DOD	Military Health System, Defense	Military Health System main website <a href="http://www.health.mil/">http://www.health.mil/</a>	64
USDA	Natural Resources Conservation Service, Agriculture	NRCS website <a href="http://www.nrcs.usda.gov">http://www.nrcs.usda.gov</a>	64
USDA	Forest Service, Agriculture	Forest Service main website <a href="http://www.fs.fed.us">http://www.fs.fed.us</a>	63
DOD	Military Health System, Defense	TRICARE <a href="http://www.tricare.osd.mil/">www.tricare.osd.mil/</a>	62
NARA	National Archives & Records Administration	NARA AAD - Access to Archival Databases <a href="http://www.archives.gov/aad/index.html">www.archives.gov/aad/index.html</a>	62
GSA	General Services Administration	GSA E-Library <a href="http://www.gsaelibrary.gsa.gov/ElibMain/ElibHome">http://www.gsaelibrary.gsa.gov/ElibMain/ElibHome</a>	60
FEMA	Federal Emergency Management Agency, Homeland Security	National Flood Insurance Program <a href="http://www.fema.gov/business/nfip/">http://www.fema.gov/business/nfip/</a>	56
DHS	Federal Emergency Management Agency, Homeland Security	FEMA Map Service Center <a href="http://store.msc.fema.gov">http://store.msc.fema.gov</a>	53



## Portals/Department Main Sites

The aggregate citizen satisfaction score for the 27 portals/department main sites included in the Index is 73.9, up slightly from last quarter's score. The aggregate score provides a good benchmark: any site outperforming the average is doing fairly well.

Scores in this category range from 57 to 83, with the highest score of 83 going to the main website for the National Institute of Arthritis and Musculoskeletal and Skin Diseases. The Peace Corps is included for the first time with a strong score of 82. Five additional sites also are considered top performers, all with scores over 80: the main site for the CDC (82), The FBI main website (81), GobiernoUSA.gov (80), NASA's main website (80) and the main website for the U.S. Mint (80).

Twenty-five percent of portals/department main sites have scores of 80 or higher, making them top performers.

Most-improved sites include:

- The GSA main website (78) has increased an impressive nine points since last year and 22 points since it was first included in the Index.
- The VA main websites (72) increased three points from last quarter.
- The GSA main website (78) saw an increase of 9 points in the last year. In fact, this site has improved its score by 22 points since its entry into the e-gov Index in 2003.

### Portal/Department Main Sites

Dept	E-Government US Agency/ Department/Office	Website	Satisfaction Q3 2008
AGGREGATE SCORE for Portals and Department Main Sites			73.9
HHS	National Institute of Arthritis and Musculoskeletal and Skin Diseases, National Institutes of Health, HHS	NIAMS Public Website <a href="http://www.niams.nih.gov/index.htm">http://www.niams.nih.gov/index.htm</a>	83
Peace Corps	Peace Corps	<a href="http://www.peacecorps.gov">www.peacecorps.gov</a>	82
HHS	Centers for Disease Control and Prevention	CDC main website <a href="http://www.cdc.gov">www.cdc.gov</a>	82
DOJ	Federal Bureau of Investigation	FBI main website <a href="http://www.fbi.gov">www.fbi.gov</a>	81
GSA	General Services Administration	GobiernoUSA.gov website <a href="http://www.gobiernousa.gov">www.gobiernousa.gov</a>	80
NASA	National Aeronautics and Space Administration	NASA main website <a href="http://www.nasa.gov">www.nasa.gov</a>	80
Treasury	United States Mint, Treasury	U.S. Mint main website <a href="http://www.usmint.gov">www.usmint.gov</a>	80
HHS	National Cancer Institute, National Institutes of Health, HHS	National Cancer Institute main website <a href="http://www.cancer.gov">www.cancer.gov</a>	79
DOI	National Parks Service, Interior	National Parks Service main website <a href="http://www.nps.gov">www.nps.gov</a>	79

## Portal/Department Main Sites, Continued

Dept	E-Government US Agency/ Department/Office	Website	Satisfaction Q3 2008
DOD	Department of Defense	Department of Defense main website <a href="http://www.defenselink.mil">www.defenselink.mil</a>	79
GSA	General Services Administration	GSA main website <a href="http://www.gsa.gov">www.gsa.gov</a>	78
SBA	U.S. Small Business Administration	SBA main website <a href="http://www.sba.gov">www.sba.gov</a>	75
NIST	National Institute for Standards and Technology	National Institute for Standards and Technology main website <a href="http://www.nist.gov">www.nist.gov</a>	74
GAO	Government Accountability Office	GAO main public website <a href="http://www.gao.gov">www.gao.gov</a>	73
VA	Department of Veterans Affairs	VA main website <a href="http://www.va.gov">www.va.gov</a> and <a href="http://www.myhealth.va.gov">www.myhealth.va.gov</a>	72
HHS	Substance Abuse and Mental Health Services Administration, HHS	SAMHSA website <a href="http://www.samhsa.gov">www.samhsa.gov</a>	72
DOS	Department of State	Department of State main website <a href="http://www.state.gov">www.state.gov</a>	71
Treasury	Department of the Treasury	Treasury main website <a href="http://www.treasury.gov">www.treasury.gov</a>	71
SSA	Social Security Administration	Social Security Online main website <a href="http://www.socialsecurity.gov/">www.socialsecurity.gov/</a>	71
Access Board	United States Access Board	U.S. Access Board <a href="http://www.access-board.gov">http://www.access-board.gov</a>	71
PBGC	Pension Benefit Guaranty Corporation	PBGC main website <a href="http://www.pbgc.gov">www.pbgc.gov</a>	71
FDIC	Federal Deposit Insurance Corporation	FDIC main website <a href="http://www.fdic.gov">www.fdic.gov</a>	71
GSA	General Services Administration	Federal Asset Sales (GovSales) <a href="http://www.govsales.gov">www.govsales.gov</a>	68
NARA	National Archives & Records Administration	NARA main public website <a href="http://www.archives.gov">www.archives.gov</a>	67
Treasury	Internal Revenue Service, Treasury	IRS main website <a href="http://www.irs.gov">www.irs.gov</a>	64
DOL	Office of Disability Employment Policy, Labor	DisabilityInfo <a href="http://www.DisabilityInfo.gov">www.DisabilityInfo.gov</a>	62
ITC	United States International Trade Commission	U.S. International Trade Commission main website <a href="http://www.usitc.gov/">http://www.usitc.gov/</a>	57

## E-Commerce/Transaction Sites

The average score for the 14 sites included in the e-commerce or transactional category is 78.2, and it is a category that has trended steadily upwards for the last year. This category is one that can realize the most efficiency and cost savings, since transactions conducted online save a lot more time, paper, redundancy, and staff than information stored online.

An impressive 50% of the 14 sites in the e-commerce/transactions category have scores of 80 or higher, making them top performers. The three highest-scoring sites in this category are part of the Social Security Administration, including the SSA Retirement Estimator (90), which received the second-highest score in the history of the Index. SSA's Help with Medicare Prescription Drug Plan Costs (88) has held or tied for the top spot in the Index for more than two years.

The most-improved site in this category is GSA eBuy (71), up five points from last quarter.

### E-Commerce/Transaction Sites

Dept.	E-Government US Agency/ Department/Office	Website	Satisfaction Q3 2008
AGGREGATE SCORE for E-Commerce and Transactional Sites			78.2
SSA	SSA Retirement Estimator	SSA Retirement Estimator <a href="http://www.ssa.gov/estimator/">www.ssa.gov/estimator/</a>	90
SSA	Social Security Administration	Help with Medicare Prescription Drug Plan Costs <a href="http://www.socialsecurity.gov/i1020/">http://www.socialsecurity.gov/i1020/</a>	88
SSA	Social Security Administration	Internet Social Security Benefits Application <a href="http://www.socialsecurity.gov/applyforbenefits">http://www.socialsecurity.gov/applyforbenefits</a>	87
PBGC	Pension Benefit Guaranty Corporation	MyPAA <a href="https://egov.pbgc.gov/mypaa">https://egov.pbgc.gov/mypaa</a>	83
PBGC	Pension Benefit Guaranty Corporation	MyPBA <a href="https://egov.pbgc.gov/mypba">https://egov.pbgc.gov/mypba</a>	83
SSA	Social Security Administration	Social Security Business Services Online <a href="http://www.ssa.gov/bsowelcome.htm">http://www.ssa.gov/bsowelcome.htm</a>	83
Treasury	United States Mint, Treasury	Online Catalog <a href="http://catalog.usmint.gov">http://catalog.usmint.gov</a>	82
SSA	Social Security Administration	Social Security Internet Disability Report <a href="http://www.ssa.gov/applyfordisability/">http://www.ssa.gov/applyfordisability/</a>	74
SSA	SSA Retirement Planner	Social Security Retirement Planner <a href="http://www.socialsecurity.gov/r&amp;m1.htm">www.socialsecurity.gov/r&amp;m1.htm</a>	73
GSA	General Services Administration	GSA Global Supply website <a href="https://www.globalsupply.gsa.gov">https://www.globalsupply.gsa.gov</a>	72
USDA	Forest Service, Agriculture	Recreation One-Stop <a href="http://www.recreation.gov">www.recreation.gov</a>	71
GSA	General Services Administration	GSA E-Buy <a href="http://www.ebuy.gsa.gov">http://www.ebuy.gsa.gov</a>	71
GSA	General Services Administration	GSA Advantage website <a href="https://www.gsaadvantage.gov">https://www.gsaadvantage.gov</a>	69
Treasury	Department of the Treasury, Bureau of the Public Debt	TreasuryDirect <a href="http://www.treasurydirect.gov">www.treasurydirect.gov</a>	69

## Career/Recruitment Sites

Citizen satisfaction with the four sites in this category is up slightly to 77.3. The government has put a lot of effort into increasing satisfaction with recruiting sites, and efforts have clearly paid off. The Central Intelligence Agency's recruitment website has the highest score, 81, and is the only career/recruitment site ranking at or above 80.

### Career/Recruitment Sites

Dept.	E-Government US Agency/ Department/Office	Website	Satisfaction Q3 2008
AGGREGATE SCORE for Career and Recruitment Sites			77.3
CIA	Central Intelligence Agency	Recruitment website <a href="http://www.cia.gov/employment">http://www.cia.gov/employment</a>	81
DOL	Department of Labor	Department of Labor Job Listings <a href="http://www.doors.dol.gov">www.doors.dol.gov</a>	78
DOS	Department of State	Recruitment website <a href="http://www.careers.state.gov">www.careers.state.gov</a>	75
OPM	Office of Personnel Management	Recruitment website <a href="http://www.usajobs.opm.gov">www.usajobs.opm.gov</a>	75

## Site Search Engine

BuscadorUSA.gov is the search function on the Spanish-language portal to the federal government, GobiernoUSA. As a site-level search engine, this site doesn't fit into the four standard categories, so is reported separately. BuscadorUSA.gov is up four points this quarter.

### Site Search Engine

E-Government US Agency/ Department/Office	Website	Satisfaction Q3 2008
General Services Administration	BuscadorUSA.gov (Spanish-language search) <a href="http://www.buscadorusa.gov/">http://www.buscadorusa.gov/</a>	71

## Citizens Remain Most Satisfied With Program Sites

In addition to looking at sites by the four functional categories, we also analyze customer satisfaction data by three organizational categories that match the way the federal government is structured: department sites (which includes independent agencies, corporations, administrations, etc.) agency sites (all entities that fall directly below a department or equivalent organization) and program sites (all others). This second method of categorization further allows federal websites to benchmark against their peers.

Citizens continue to be most satisfied with program sites, which often have the advantage of providing more targeted information or functionality than broader department or agency sites.

### Satisfaction by Organizational Category

	Q2 2008	Q3 2008	% Change
Department Sites (15 sites)	72.2	73.1	+1.2%
Agency Sites (56 sites)	72.3	73.2	+1.2%
Program Sites (26 sites)	73.6	75.8	+3.0%

### Citizen Satisfaction Starts at the Top

Online citizen satisfaction often starts with providing a satisfying online experience at the department level. The table below shows the satisfaction scores for the 15 department and department-level sites included in the benchmark. Two department-level sites are in the “top performer” category: FBI.gov (81) and NASA.gov (80).

### Department-Level Satisfaction

Dept.	E-Government US Agency/ Department/Office	Website	Satisfaction Q3 2008
DOJ	Federal Bureau of Investigation	FBI main website www.fbi.gov	81
NASA	National Aeronautics and Space Administration	NASA main website www.nasa.gov	80
GSA	General Services Administration	GSA main website www.gsa.gov	78
SBA	U.S. Small Business Administration	SBA main website www.sba.gov	75
NIST	National Institute for Standards and Technology	National Institute for Standards and Technology main website www.nist.gov	74
GAO	Government Accountability Office	GAO main public website www.gao.gov	73
VA	Department of Veterans Affairs	VA main website www.va.gov and www.myhealth.va.gov	72
DOS	Department of State	Department of State main website www.state.gov	71
Treasury	Department of the Treasury	Treasury main website www.treasury.gov	71
NRC	U.S. Nuclear Regulatory Commission	U.S. Nuclear Regulatory Commission website www.nrc.gov	71
SSA	Social Security Administration	Social Security Online main website www.socialsecurity.gov/	71
Access Board	United States Access Board	U.S. Access Board http://www.access-board.gov	71
PBGC	Pension Benefit Guaranty Corporation	PBGC main website www.pbgc.gov	71
FDIC	Federal Deposit Insurance Corporation	FDIC main website www.fdic.gov	71
NARA	National Archives & Records Administration	NARA main public website www.archives.gov	67

This quarter, there are five departments that are measuring citizen satisfaction with five or more sites for the Index. The department of Health & Human Services has the highest aggregate score for departments with five or more sites in the Index and also measures the greatest number of sites.

### Department Comparison

	# of Sites Measured	Score Q3 2008
Department of Health and Human Services	17	79.7
Social Security Administration	8	79.5
General Services Administration	10	72.4
Department of the Treasury	7	72.3
Department of Agriculture	9	67.2

### Conclusion

E-government has experienced huge growth and success over the past five years: from 22 sites to 98 and from 5% being considered “top performers” to 27%. The staff who are overseeing these initiatives are clearly talented and passionate about their work and about bringing democracy to the people through the web while also saving taxpayers potentially billions of dollars through increased efficiency.

When e-gov is executed well and meets the needs and expectations of the citizenry, it has the opportunity to be a real bright spot in a landscape marred by out-of-control spending and fears about transparency and accountability. Whoever wins the election next Tuesday will have a lot of pressing issues to attend to, given the state of the economy and the world. We hope that they will not overlook the tremendous potential e-gov still holds to address so many of citizens needs for information and services.

### About the Author

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

### About the ACSI

The American Customer Satisfaction Index (ACSI) is the only uniform, national, cross-industry measure of satisfaction with the quality of goods and services available in the United States. In 1999, the federal government selected the ACSI to be a standard metric for measuring citizen satisfaction. Over 100 federal government agencies have used the ACSI to measure citizen satisfaction of more than 200 services and programs. The Index is produced by the University of Michigan, in partnership with the American Society for Quality (ASQ) and CFI Group, an international consulting firm. ForeSee Results sponsors the e-commerce, e-business and e-government indices.

## About ForeSee Results

As the leader in online customer satisfaction measurement, ForeSee Results captures and analyzes online voice of customer data to help public and private sector organizations increase loyalty, recommendations and website value. Using the methodology of the University of Michigan's American Customer Satisfaction Index (ACSI), ForeSee Results identifies improvements to websites and other online initiatives that drive customer satisfaction. With over 30 million survey responses collected to date and benchmarks across dozens of industries, ForeSee Results offers unparalleled expertise in customer satisfaction measurement and management. ForeSee Results works with clients across the public and private sectors. ForeSee Results, a privately held company, is located in Ann Arbor, Michigan and on the web at [www.ForeSeeResults.com](http://www.ForeSeeResults.com).

## About the Federal Consulting Group

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

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