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Please stand by for a realtime transcript. Welcome to our webinar. I wanted to before we get started. I wanted to let everyone know a few logistical information, everyone is on mute. If you have a question, put it in the chat box on your control panel. Tina will be taking questions after her presentation. Also for example you are having technical difficulties please contact Darryl diamond at 202-208-0668. Or email web manager University at GSA .gov. Before we introduce Tina, I would like to introduce Rachel flag, she is co-chair of the federal web managers council.
>> Thanks, good morning everyone. We are delighted to have Tina, TSA here to talk about -- the ibf factory. Have brief news items. Fist sup coming web manager University clays. We have a ton of great classes coming up over the next few weeks. Topics include usability, writing for the web, blogging for engagement, crisis communication by social media and lots more. We also have note that registration is open for annual government web managers conference, it will be held the last week of April. If you want to register, go to the community calendar on the site or web manager University and register on line there. Some more applications we are have been working with vendors to get government vendor terms of service agreements. Apps posted now or will be posted shortly include social text, internal social networking and blogging tool. Social twists, bookmarking sharing tool. Couple other things, and let's see a lot of things going on. Google moderator and analytics also. Google tool has cookies, be aware. Last one is idea skill, terms of service agreement. I deal skill, some of you may have heard that and part of the open government effort, some agencies required to post some sort of on line citizen engagement tool to collect public feed back about open government plans. GSA has developed a tool that idea skill and agencies required to use the too are on board and working with ideal skill, and we will have more information about that available to you probably tomorrow. Just wanted to make it clear that the ideal school is not the same thing as ideal factory, which we are talking about today with Tina. Make sure you don't get those two confused. The open government efforts, we send out a note yesterday with heads up that we have been working like crazy to get guidance on open government and web related elements of the open government directive and how to help our agency to meet the open government goals. We will be putting up a page tomorrow that has a ton of information about the agency/open pages, points of contacts for the different pieces of the open government plan, a ton of Info. Look for message coming out in the email tomorrow with a link to the page. Okay. We will turn it over the Tina from TSA. TSA just done a terrific job of not only engaging employees of ideal factor but one of the models within government for the TSA blog, which they used successfully to get collect feed back from the public about the airline screening process and all the ways TSA works with the public. Ideal factory is a tool TSA developed to reach out to employees and to help improve the way that their agency operates. So it has all sorts of proud sourcing and ideal sourcing and networking elements. Tina will be showing us some screen shots of the tool and talking about how they implement it and use it within the organization to improve their operations in day-to-day work. One thing that is so key to the success of ideal factory is the technology is important, even more important is what you do with the information that you collect using that technology. I think TSA has been a model for taking the input that people give them and acknowledging that people took the time to comment, responding to those comments, being really open and transparent about what they are going to do with comments and suggests and if they can fix sync they will, if they can't, they explain why. As Tina talks, you will have similar good models to follow. Excuse me, if you are planning to implement some sort of engagement tool for the public, TSA is a great model for all of us to follow. They've done a terrific job. With that I will turn it over to Tina. Take it away Tina.
>> Thank you so much for nice enter duction and having me on today's. I look forward to sharing more about ideal factory with everyone. Can everyone see the slides okay?

>> Yep.
>> Okay. Great. So as Rachel already mentioned, I'm going cover a little bit about what ideal factory is, how it works, walk through screen shots.

>> Talk about the life psychiatricel of an idea that works its way through our process. Talk a little bit ate bow the success we had with it and move in to a best practices lessoning learned section. Crowd sourcing initiative like ideal factory and discuss lessons learned in managing an effort like this. As Rachel mentioned, this is geared towards employees but a lot of the same principles hold regardless of whether you are focusing on employees, or citizens or other stake -- holders, any tips could be used for tips. Also a section on more information. The first section is what is ideal factory. Quite simply ideal factory is a web based tool that allows all of our TSA employees to submit ideas on how we can do things better provment stride comments on the ideas to improve them. They can rate the ideas on a scale of 1-5. We know which ones are being seen as important by the work force in terms of which ones should be implemented. Takes traditional suggestion box and allow us to harness the wisdom of the crowds to identify which ideas are most important. I think I always like to highlight vision statement, it's to support TSA's mission by fostering a community that engages employees and encourages collaboration to initiate innovative change . I think it's important to note that it's not just a site that's fun and allows people to chat with each other. It supports the agency mission. Goal of ideal factory is to get good ideas that we can implement to make tasa affective agency. We are allowing employee to connect with engowrnlging collaboration both between front line work force and senior leaders here at headquarters and between the users of the site as well as the folks here within the program offices that help evaluate and responds to those ideas. It also uses familiar social media concept to engage users so. We designed a site in a way that it's familiar to people. There is no training that people need before they can use the site. It's intuitive. There is components that are similar to facebook and linked in in terms of allowing people to sort of learn a little bit more about each other, personalize their posts, there is also elements similar to blogger and dig where people can rate and comment on ideas. Sort of have conversation with each other within the context of generating ideas to better the workplace. Now I'm going to go in to more detail on how ideal factory works. When someone accesss the site, there is a link actually directly from the home page of intranet that takes them to what we call our landing page. The landing page is because people are authenticated to the ideal factory application, it's available only to employees, they are authenticated based on log in to network. They don't have a separate user and pass word. We use landing page and ask people to agree terms of use before I enter the site. Terms of use are basically keep things professional, no personal attacks or profanity. It's actually longer document than that. But that's kinds of the general gist of what we require people to dodo when they are posting on the site. We also use this page as a way to post updates, new ideas we responded to, new challenges, news or information we want to pass onto the work force. We update this on a regular basis. Once they agree to Terps of use they move in to the site. This is the main page of what they see. You can see that it has across the top, there is various tabs with functionality, we are looking at the main ideas page, you can see it's welcoming me personally, and telling me what I behavior is on the site. It says overall what we have done in it did of how many ideas, how many ratings and comments total are on the site. It lists ideas in reverse or reverse chronological order. You can get a sense of what people have rated that idea, how popular it is. We will go in to more tail on the next couple of slides about, that I wanted to show you in general. Left hand side is search and filter. In the upper left happened Conn ser a big red box that says build new idea here rmt when someone clicks on that, they get to build new idea screen. Here, we really encourage employees to look at issues wholistically, we ask questions about who the idea addresses what the risks and benefits are. Trying to get them to build solutions and not just identify problems. We also try to keep it relatively simple. We don't require them to answer each of the specific questionsment it's a general text box that says my idea is dot, dot, dot, where they can input the idea. Users don't have a lot of time, they are not sitting in front of a computer, they are working at check points and screening the baggage. When they access the computer it's before or after a shift or during a break, so they really don't have a lot of time. We wanted to make it easy for them to post. I wanted to mention we don't allow people to post Anonymously. All the posts have the user names associated with them so we know who is posting what. They post directly to the site. We don't review it or filler it prior to being posted on the site. We look at it after it's posted though. We also have a number of

categories that people can select to sort of categorize their idea. We allow them to select up to three. From time to time, we will issue a challenge senior leadership might be looking at a specific issue and want to get the work force input on something. We will enter that as a temporary category. Sometimes they will see a challenge category they can respond to as well. When we first launched the site we noticed that people tended to post more of the complaint and then a nugget of idea at the end of the post. And we really did a campaign on turning your problem in to a solution, focusing on my idea is, prefacing the text box and adding the questions. That really helped us you know gather the right types of information that we were looking for. Once the idea is posted on the site all of the users can interact with the idea and also rate it and comment on it. You can see this idea here there is a tool box directly underneath the idea and this allows people to email the idea to a friend, but also add it as a favorite and they can subscribe for aleforts. We destein features knowing that people respect sitting in front of the computers. If they have an idea they want to track they can add it to favorites list or know something changed or added to their idea they can easily get an email alert so they can check when the new informs is there for them. Report abuse button. Ace mentioned, because we don't prescreen the ideas we want today give people a way of are porting abuse if they saw something that was abuse to our terms of use, that email gets sent to the ideal factory team, we we decide if it's abuse, we terminate it from the site and notify the user. The rating and comment row. Mouse over a lightbulb and identify, whether it's one, two three, four or five, one lightbulb means the user doesn't think it be p will work. Rating history. You can get a sense of the breakout. If it has an average score. See if people all given ate three or half the people gave ate five and half the people gave it a one. Try to figure out what the difference is. There is also comments, on this ideas you can leave a comment to easter make the idea better -- either make the idea better, offer a ditch view point or simply interact or comment back and forth with the other users on the site. This next slide, slide 11 shows more about the comments. We added some functionality around marking the comments that's unhelpful, you can report abuse on a comment if you see a comment that you think is unprofessional. It's important to note you can sort the comments by the date they were submitted by the user name and by helpfulness and the ones with most responses, they can have Neste Oiled conversations within the comment. Nice because a lot of times you might see an idea that is very extreme and the comments really help balance out that viewpoint, or someone might say my idea is xyz and then the users will respond back and say this is possible. Have you looked at this web page to get more information about what you are looking for. They use it as a way to educate each other. The next slide is I'm going to spend a little bit of time on this slide. This is ideal evaluation process. What happens is users submit the ideas, we get roughly 300 a month. We kind of let them percolate a while, see which is getting most comments and check the ratings. We have experts on my team that help review the ideas and decide which ones need to be Ford forwarded along to the program subject matter expert for a detailed evaluation. We also have a threshold at which we guarantee to the users that we will review and respond to idea. That was an idea suggested by a user. All ideas reviewed go to the specific program offices. We have roughly 50 ideas a month that make their way for the formal review. The program office let's us know if the eye is something that they want to implement, if it is, we pull together our cross team of experts we call our ideal factory review board. They meet by weekly and review the ideas to make sure that while you might think the idea only relates to one office, often times, we will have a representative from legal, there is somebody from cfo's office to make sure we have the budget to do it. Somebody from safety making sure there is no safety concerns. We have a vary of folks on the team that really thoroughly look at the idea to make sure that it kind of passes everybody's criteria for an idea that should be implemented. If it's an idea that we are not implementing, then we will post a response as to why we can't do the idea, or where they can find additional information about the idea if it's one that we may be working on and they don't know about. If it is an idea we implement, go to the green box at the bottom we will transition to implementation and make sure that the program manager is aware of everything that happened in terms of comments that were made by the team. Any comments or suggests that were submitted on the site, then we recognize the idea submitter and communicate the results. We actually have changed our process, we have been in existence for three years now. We have evolved our process over time,

initially we had a team of folks that met and we pulled down a number of ideas from the site every week and as we grew we realized that the ideas were so varied every week in terms of what what being suggested by the work force we couldn't have enough subject matters, experts sit in the room to provide the level of expertise we needed to have a fruitful discussion. So we changed the process a little bit. That was a good way to start the process, it got the program officer involved. We given them more ownership and tell us what ideas to implement. The cross functional team actually reviews less ideas but more of the ideas that we implement that we talk about as a team. So I thinkist important to mention that it's an organization wide process. Not just my team of people to review and decide if we are implementing the ideas, we need program experts to weigh in and give us their opinion as to what we move forward with. As well as senior leadership approval. For these ideas. I think it's important to mention that accountability is key. For our experts that help us review the ideas, ideal factory is not their full time job in many cases it's a collateral duty. We use a charter siped by the acting administrator at TSA to give some weight to our groups we use regular dash boards we send to the senior leadership team, where their liaisons are doing in terms of providing was the input and responses that we need. We have a letter of commitment, we do briefings to senior leadership team letting them know about our progress. On the right hand side you see the pencil coming down that says hot topics. From time to time there are things that we will see on the site that we forward to the specific program office for immediate attention. Might be more of work force polls, getting a sense of what the work force things about issues, if there is change in what we are doing. Check points we might see that we might want to send to the program office to provide additional guidance to the work force to let them know about what is happening. We saw this a lot with H1N1 in the fall. People having a lot of ideas and questions about response to the H1N1 and what they could do. We were sending that to the task force that was working on that issue.   the next slide actually shows your various statuses. I mentioned we respond to the ideas that we either do, which is the one in the -- middle, this is the status we post. We have the ability to post sort of a official response on the idea. If it's an idea in action we will let them know we are implementing our idea, you should hear more next month. Here are the specifics on who is working on the idea. If it's one in the review, what office is look at it, current activity we will send them to a web site to learn more information. Or find out more about that idea. We have a myth buster category from time to time we will have somebody post an idea that's just simply not true, we like to refute whatever they are saying. And provide the facts. We have a not able to implement. This one I think is important because we try to provide as much information as possible as to why we can't implement the idea instead of saying no. The work force appreciates this. So a few other aspects of the site I wanted to talk about are the search and filler. I show this on the first page. This really allows users to see the information in the way they want to see it. They can do keyword searches and search by the statuses. If they want to see everything under review or everything that's currently in action. They can look by their activity on the site. What are the ideas they built. How are those ideas doing. They can search by category. If there is a specific category. Say they work in baggage and interest fed the baggage related ideas they can finds. That and sort to get a sense of the hot ideas on the site. They can see which ones have the most comments the last week to get a sense of what the hot topics are. We finds this to be a helpful way for people to find the ideas that are useful to them.   rs As I mentioned at the beginning, we have some characteristics of the site that are similar to linked to facebook. Profile tab allows users to tell them about themselves. We are asking them where the airport they are located at what their title is, affiliations they might have. Certain groups they might belong to at the airport. We have the section on statistics. We can see what they have done on the site and what other people done with the ideas. This allows us to say to see who some of the thought leers are out there. They can view list here any ideas they subscribed to, favorites, sign up for category alert. If they are interested in baggage they can get alert email letting them know when a new idea has been posted in the category and add a signature to the post. A lot of users were signing their posts with their name, their title and their airport. So we said let's add a signature field to make it easier for people to do that. What was interest second that people started putting quotes or favorite comments from their movies that they like in there. It gave us a aspect of the site we needed to

moderate. It gave us a incite in to their personality. They liked the chance to express that as well. Another new feature we added recently to the site they wanted to highlight was our we ask you tab. This actually a feature that was suggested by a user and it allows head gaiters to post ideas that we are considering, perhaps policy change or something that we are interested in doing here from a headquarters perspective and get field input before we roll it out. We find this to be a helpful way of interacting with the field. We can embed video and audio clips in to the site. This screen tab for example shows acting administrator asking the field what makes a good employee advisory council at an airport. We got a number of suggests and we were able to highlight the ones that we thought were the best. That was a great way to engage with the employees. We also use a variety of communication techniques to reach our employees, we know that they are not sitting in front of a computer, we use posters for the break room, and newsletters, we use the landing page and a variety of share point sites that communicate information to our poc. S in the field that are regular basis. We really try to keep in mind that their time is limited and valuable and try to target the communication to them as much as possible. In terms of rewards and recognition, use a variety of mostly kind of recognition tactics, if someone has an idea we implement we send them a certificate signed by acting administrator, a TSA coin, we also have a let their goes to their federal security director, at their airport that says we implemented so and so's idea, please recognize him or her in a public matter in front of his or her peers by presenting him with this coin and certificate. We send out email from our team directly to that person and a broadcast email to the entire work force, letting them know that this person from this airport has an idea we are implementing, here is more informs about the idea. In some cases we might have somebody from senior leadership to call them. Specifically if they won a challenge issued by the executive. We might often have the winner or the perp who has an idea we implement come to headquarters and help work on the the implementation plan for his or her idea. And we also have had senior leadership visit the airport if they were going there for a trip regardless, they might pay special attention to that person while they are at the airport. We had a one time only challenge where we asked users to send ideas for how to save money. We got over 600 ideas. We are in the pilot phase for the the does p or so finalists now. We have a management directive and we can give people a percentage of savings for ideas that they suggest if it meets certain criteria. For this challenge only we offered a monetary reward. We actually have four people that mor tore the site and put ideas in to action. Program management, analyzing evaluating the ideas, making sure that the processes are optimized to get as many ideas through the process. Moderating the site on a regular basis and doing strategic communications to keep everybody up to date with what is happening. I think it's important to mention on the this site that four is not the magic number. This is what we found works for us. We scaled up over time. When we started there was one or two of us, we were overwhelmed and added a couple of people to the team to the point where we kind of felt like we had things under control. It was a good manageable number. We sit in a team room without walls to chat and interact with each other. I think one person could do all of these things if depending on the size of the audience and amount of ideas coming in. I wanted to mention that. In terms of our successes that we had, our statistics show we get ten ideas a day, each idea has an average of 8 comments and 30 readings, some might have hundreds, others might have a couple. We get new users to the site on a continue yule basis. 40% of them are actively doing something. Submitting idea, commenting or rating. As of the beginning of this year we had over 10,000 ideas, 84,000 comments and 300,000 ratings. And so far 28,000 people have accessed the site. Ey everyone mented over 50 programs -- implemented 50 programs as a result of the site and rerespondsed to 7 or 800 of the ideas to let them know where we stand with them. Here are ideas, we created job swap web site that allows transportation security officers to identify if they are interested in moving to a new location and they can swap with someone else in that location. We have made a number of changes to training modules and various screening procedures. I can't goo in to a whole lot of detail, family friendly lane as at the check points. One I like to highlight is the public web site clarity. That we were getting posting a lot of comments, we had something on our web site that said that parents could bring liquids through over the 3.4-ounce limit for their children. That was exemption. We had security officers saying people were trying to bring in soda for teenagers claiming that the web site says it's okay. We

made a quick change on the web site to change children to infant/toddler and that made a world of difference. These are a few examples of some of the ideas we implemented. The next slide talks about our successes we -- employees are able to actively contribute on topics that are tied to our priorities in various initiatives that we are working on. They created a on line community where they are talking with each other as well as educating and informing each other, we are getting specific program feedback on things that we are doing at headquarters, we are marketing it to headquarters, sort of a google, put your program name in to the search field and you will see wealth of information. We also had a survey we did last year that's the quotes at the bottom came from the survey. People think it empowers them to improve their job. They are connected to a bigger picture. It's keeping them up to day folks on the survey said that two-thirds of the respondents found ideal factory to be beneficial important and strategic. Last year we were featured in the White House open government innovation gallery as a model of open government. We are in the prose sf rolling out ideal factory across homeland security. Now I'm going switch over to sort of five tips for establishing a sourcing initiative. I think this is for internal/external initiatives like this, for any social media initiative. Identify your business need. When we launched in April 2007, we had a large work force, 50,000 people. 450 airports across the country, we needed a way to give them a voice and how to evolve as an agency. We are a security agency and needed to affectively mitigate security threats expe involve and work force screens 2 million flying passengers each day, that's a huge source of information to do that. Information is a core value. We wanted to walk the talk and allow people to be innovative. The second tip is to make sure that your senior leadership is championing the effort and providing support. TSA, idea factey ri team is part of the front office. Support really comes prom the highest levels here at TSA. And that they actively participate, they will issue challenges, review the dash boards and keep up to date with trends. It's important to mention it's not just senior leaders it's the mid level managers too. We found talk to the managers in the field that they need Toan courage the use of idea factory for the front line work force as well. It's important to understand your users, our users are not in front of a compute ir, we design features on the site, communications with that knowledge in minds. I think it's important to note we leveraged existing theet works at TSA. Instead of creating own network reuse what had was out there to get our information and messages across. Tip number four is focus out your social media mission. From time to time we get ideas on the site that say, let us post pictures of ourselves and let us do blogging and Wiki my idea and things like that. It's important to not try to be all things to your users. Have an overarching agency social media strategy, whatever it is you are doing fits in with the strategy. Ideal factory, sometimes people will postquestions, or let's turn this in to I want to sell my old computer. That's a purpose of ideal factory. We try to keep it true to the purpose we designed it for. We went from concept to lawn inch six weeks. Basically it was driven from the top of the organization. We had integrated project team that had focus from various offices that pushed the concept forward and we built the web site in house with federal resources, it was really very very basic when we started. We did teaser campaign, we launchd with a big bang. A live web cast and administrator at the time sitting in front of a screen showing the site, interacting with the ideas. Indicating his interest to hear from the employees. We also implemented ideas as quick as possible, and we continued to implement them on a regular base toys show the work force we are serious about the program. We actually added a category called improving ideal factory on the site itself. So that people can suggest ways that we can enhance it and over the last couple of years we actually added enhancements to the site based on suggestions from users. I think it's important to recognize it doesn't have to be perfect. Think about whether you are piloting to a user base or launch to everyone at once and we did the all at once big bang approach because I think that was part of the message we want to hear from all of you not just the folks on the west coast or these two states. Everyone's voice is important. That was part of our message as well. In terms of the lessons learned, I want to go in to a few best practices that we learned. We look at innovation in three phases, first there is the idea generation phase, we move in to the evaluation and selection and finally transition for implementation. We learned that we need to engage the employees throughout the entire life cycle. Ask them challenge questions to get them to post specific ideas. When we are evaluating the ideas we might reach out and get

information about what they meant by the idea or why do they think the idea would work or how can they help us gather additional information. Implementation, we might have them come in and work with us to create a plan or implement the idea. It feeds back and forth through some of the overall life cycle. And then we have them write a article and promote that to the work force. Next one is that we think it's important to cultivate the community. We keep the program fresh, we have frequent communications regular updates, we listen to what they want and responds, moderation in a way that creates a collaborative atmosphere on the site. We also celebrate the successes we do have and the folks that are the champion tons site to keep them coming back for more. We try to create environment where employees can help each other. I think it's important to mention that moderation is really key here for keeping a productive site, we trust our employees we want them to post directly to the site, yet we need to still check those posts expo make sure they are appropriate. If someone abuses the terms of use it is rare, it's very very rare, but if it happens it's usually just once. They don't realize what the guidelines are, but we will email them back, highlight the specific portion of the post does not meet the terms of use, a part they have not followed to provide as much transparency as follow. After three abuses, they have you spended and allowed to come back to the site, if they are not abiding by terms of use, they are accessed to the site is removed. Almost three years we only have a couple of people this has ever happened to. The next slide also talks about transparency. It's important to say why you can't implement ideas or provide people as much information as possible as about the life psych and will process. -- psych and will process. We like to give incite in to the team, what we are, what we do, how we manage. Its not just a black hole the ideas are going in to. I think it's important to be open to changing your pros S. if someone has a good suggestion on the site we want to listen and evaluate it. I think it's important to realize that not everyone is going to like everything. There are negative posts, you are going to recognize and hopefully balance out with the positive posts and of the negative posts you end up getting good ideas that could improve the organization. I think it's important to establish thresholds and expectation for what is going to happen with the ideas. If you say be patient we work with the program manager, management expert to get feed back for ideas, that helps set the stage for what they can expect. The next slide talks about balance. I think, a lot of times when you heard about crowd sourcing initiatives, people say let the wisdom of the crowd tell you what is important. I believe that's true. I really think it's a balance of the wisdom in a crowds with the subject matter expertise to really highlight the ideas that are worth implementing. A lot of the ideas implemented weren't some of the super popular ones, but still got a good reception from the employees and made common sense from a business perspective as well. This is really important. They are not going to know everything, neither with l your employee, it's important to balance that out. Finally I think it's really important to remember that programs like these like ideal factory, they are not just a web site. They are a program. It takes dedicated resources. It takes optimized processes to help evaluate the ideas that are posted. It takes forethroughout and strategic communication to let users know what is happening with the program and agency support. Not just from senior leaders but throughout the agency to make something light that a success. Enhance security, efficient operations, work like improvements and ultimately a higher moral for employees. If you want to learn more, there is White House sponsored community of practice for idea generation tools. The url is there if you would like to check it down it's on the max wiki site. You need to have a government email address to access that site there is a lot of information, ideal factory in terms of what the other agencies are doing. We have monthly meetings the second Tuesday of every month. There is also a great white paper on that Wiki site that has a lot of information about programs like these and what tools are utilized in the federal work space and also the obviously the apps .gov, social media -- the ideas of TSA, we are in the process of sharing ideal factory with the rest of the department for mobile homeland secure and hopefully we will be rolling out to the rest of dhs shortly, I think it asks the question as to whether we are open to sharing the code. We are definitely to open to sharing the code. I've been working with lawyers to draft a template for a sharing agreement. At this point it is up at the department level lawyers to take a look at. If you are interested, you can always send me an email, we can follow up offline. At that point, I think that wraps up the slides. Ly turn it back over to Rachel and Alecia

for questions.
>> Thank you, Tina. There are a lot of questions. We will jump right in. One of the questions that I've got a few, is about how you built the tool. Can you speak about Howe Barnes Hoefer & Arnett you built the tool what software you used. Was there open source? Things like that.
>> It was -- it's .net, Microsoft sequel server. We built it in-house. I'm not a technology person so I can't speak to specifics. It was a couple of our federal I.T. folks actually built it.
>> Okay. Great. Have you done usability testing on the landing page and main idea screens.
>> We did about a year ago, -- a lot of which we incorporated in to the most recent redesign. We haven't done visibility testing since then. A lot of the feedback we get is from our users. A lot of times they will suggest something that says I wish we had a way of doing xyz and we think it's already there on the site, they just can't find it. It gives us an idea of what people might be struggling with. We can tweak things a little bit here and there as a result of the posts.
>> Great. Were pleas immediately willing to share ideas and comments or did you have to overcome a culture of fearfulness of putting themselves out there.
>> I think they were willing to do it from the get go. Par of it was having our administrator it is there on a live web cast in front of a screen watching the ideas come across and interacting with them. He used to go on line and respond directly to ideas and interact with people. I think people knew that TSA was taking it serious, senior leadership was taking it serious and that really helped. There probably are people who are little bit more reticent to participate. But for the most part we haven't seen that to be a problem.
>> Kind of going along with that, you mentioned that you do not allow anonymity on the tool. Laura wants to know, if you can talk about the pros and Conns of the anonymity and identification when it comes to engaging the public and not just employees.
>> That's interesting. From our perspective, we thought we kind of likened it to the you are not willing to stand up from from of room in from of your peers and here is an idea I have, kind of attach your name to it, then it shouldn't be an idea that can be worth submitting. That was partly why we really felt strongly about having names attached. If someone is having issue or whatever, there are confidential channels for them to go to for those issues that they might be having. I know in our blog, we allow Anonymous posting comments. I don't think that there is so much an issue with a allowing anonymity on public sites. For it was important that the employees be recognized for the contributions and people had the sense of we are all a organization and allowing them to network with each other was key too. I don't know if it's as important for a public -- site.
>> Great. Can you speak a little bit about how you handle 508 compliance since you use video on parts of the site.
>> The video up there, we had it transcribed below the video. We had it tested before we rolled it out. The site is 508 compliant.
>> I know you mentioned this. Can you talk about recognition people receive when their idea is absorbed and whether that's linked to performance appraisals and things like that?
>> It's not. As far as what we do is we will send out a broadcast email and shines their name in lights, make sure everyone knows what they done, send the federal security director T certificate and a coin, and a letter, that letter might make its way in to the personnel file that could potentially be useed by the manager when evaluating but we don't have direct tie-in to the performance appraisal process.
>> Okay. Great. Here is an interesting question, are there computers in breakrooms and certain areas that folks can use in the field during their breaks?
>> Yes. Yep. The breakrooms and a lot of the airports especially the bigger ones have training rooms with computers where they can access the TSA network including ideal factory. In some airports it's trickey because the breakrooms might not be that close to the testimony terminal -- terminal where they are working. If you have a 10 or 15 minute break you might not be able to get to the computer and back in time. That's a one of our biggest hurdles is just trying to get make sure people have access to the site.
>> Are people able to access the site from their personal computers.
>> They are not, they have to be on a TSA network.

>> Great. Do you know which idead that most rattings and how many ratings it got? It's an interesting question.

>> Actually, I think that is uniforms, I think we were surprised at how many ideas were submitted about the uniforms and about a year, year and a half ago we rolled out new uniforms. We went from the white shirt to the blue shirt. We had a lot of ideas about the we should have blue shirts, I don't like this color blue. We were kind of merging the ideas together since they were so similar. I think we had a large number of votes on that. We also had some ideas recently about ties, they were not happy about wearing the ties with the short sleeve shirts. That the way the color on the shirts were designed, the ties didn't look right. So I think that idea had about 700 ratings with over 100 comments. They eventually put out a policy that ties could not be worn with the short sleeved shirts. it wasn't optional or a discussion of the management at the airport, it was no ties with short sleeve shirts. That change was made as a result of the posts.

>> Great. Can you talk a little bit more about the staffing, is it a full time job for the four people. Is this their dedicated team or do they have other job responsibilities. Are they full time employees or contractors, add more to that.

>> Sure. On the team, there are two contractors and two feds, they are all full time dedicated the experts that help us from the program offices it's a collateral duty for them. But for the people op the team, we are full time dedicated to the program. As I mentioned we staffed up over time. -- took us a while to get to this level.

>> How many employees are there in TSA in general so folks can get a sense of the ratio there.

>> 50,000 , roughly.

>> Great. Do you have any evidence or a way of measuring if the ideas have resulted in improved security or is it more of a employee morale improvement.

>> It's a mixture of both. Tbrs we look at the ideas as to whether they improve customer service, improve security, improve like recruiting and retention, improve morale or improve efficiency. Those are like the key things that we take a look at to make sure that idea has to be doing one of those things. Other wise there is no purpose in implementing it. We are going back to the ideas, especially the earlier ones in getting more concrete data around the impact that the ideas have had. Some are hard to measure but we are trying to pull the qualitative measures together for foes. for-- those. It has to meet certain criteria before we implement it. We do go back and make sure it did what we wanted it to do.

>> Great it's hard to go back to like overall satisfaction surveys and say, you know, people are happy at TSA, and directly or correlate that to ideal factory. It's not that easy, I wish it was.

>> Here is a question that I this I asked you originally too, why did you decide not the review the ideas before they got posted.

>> That was a very deliberate decision that was made when we were standing at the site. It was the whole aspect of trust and letting the work force know that we want to hear what you have to say and hear society much that you can post it directly to a site that the entire work force has access to. We are not going to force it to googo through bureaucratic screening process where you have to wait a week ever before it's posted. We found that to be one of the key features. You would think, gosh, people could abuse that but they don't. So we really found it to work for us.

>> What strategies do you use to maintain employees interest over time in using the tool?

>> That's where we have periodic challenges. We did one on the shift brief, before they start their shift in the fields they have a standard shift brief. We said what about the shift brief would you improve in terms of the types of information you get. We got ideas on that. I think bringing people in to headquarters and having them talk abought bout what they do encourages people to participate. Now we are rolling it out across dhs. People can suggest ideas that would impact not just TSA but the whole department. It's something we work on to make sure that the site does stay fresh and relevant.

>> What would be your biggest concern in making this a sustainable project?

>> I think it's really taking it seriously, dedicateed the people, having the leadership support. Really caring and wanting to do it better and not just check out the box that yes, now we have an employee engagement tool in our agency. Itle taking the idea seriously and working hard to implement them.

>> Could you talk a little bit about how much it cost to develop and maintain ideal

factory?
>> As I mentioned we developed it in house. With a couple of feds, contractor doing enhancements over time. So I think we've had one developer work on it periodically over the last couple of years, I don't know the exact cost. But I don't think we is not a full time resource by any means. Then its just the program team that managing it. We I guess sometimes pay for travel for someone to come in and help us work on the program. We also we don't have a lot of fees or five out monetary rewards at all to it's not -- I think the trickier part is trying to find the budget for some of the ideas that are suggested. Because while some of them save money, some cost us money. It's a matter of figuring out where the budget for the ideas come from. That's working with the programs offices and the cfo to try to carve out the funds for those ideas.
>> Okay. When you first began, what was your benchmark for success?
>> I think it was like we hope people come to the site. Post ideas and we can implement a couple out of it. It shifted overtime. We have a strategic plan we do annually and track our process on a quarterly basis. It was interesting to see the shift in our goals this year as we become institutionalized at TSA. I'm seeing it happening in various meetings when like the recent Christmas day incident we got teams of people saying what are employees saying on ideal factory about this. It's becoming common for people to come to us and say we have a challenge we want to get out instead of us sitting in a meeting and say why don't you do a challenge on that, people are coming to us more. That's a measure of our success as well. We are really shifting our goals to kind of become more institutionalized in the culture here.
>> Great. It is 12:00. But I just wanted to mention that will some people with further technical questions, would you be able to provide an I.T. point of contact that I could share with the attenDees?
>> Could they email that is on the screen and I could forward over to the point of contract. I want to make sure I don't give out the wrong --
>> Okay.
>> I will make sure it gets to the right spot. Great. I wanted to give you a bit of feedback that somebody shared. They really liked the two way aspect of ideal factory where themys can pest an idea but also TSA is posting, theirs too to get feed back before they implement an idea that they have, to not go down the wrong road.
>> Thanks for the feedback. We thought that was important enhancement to make. It was actually suggested both by people here at headquarters who wanted to get the feedback and folks in the field that wanted to give the feedback. We found that to work out well.
>> Great. At this time, I would like to invite Sheila or Rachel to say a few words if they had any closing comments.
>> I think Alecia, this is Rachel. I wanted to thank Tina for the awesome presentation it was great and very helpful to people. You done a marvelous job there and given people real life examples of things they can take back and do at their own agency. Thanks Rachel for handling the logistics of everything. Our next call is February 18th. Thank you all so much. That's it. See you next month.
>> Thank you, Tina.
>> Thank you very much, appreciate it. Brack event[Event concluded]