



Department of Homeland Security

Transportation Security Administration

2020 Action Plan

Federal Customer Experience

US BY THE PEOPLE
FOR THE PEOPLE
WITH THE PEOPLE

Who are we?

The Transportation Security Administration (TSA)'s mission is to “protect the nation's transportation systems to ensure freedom of movement for people and commerce.” TSA performs domestic security operations at the Nation's nearly 450 airports, screening over two million domestic travelers each day (prior to COVID-19 impacts to travel volume). TSA's screening workforce of nearly 65,000 conduct passenger screening at checkpoints nation-wide. TSA's nearly 200 Customer Support Managers (CSMs) serve as the “face” of customer experience at airports across the country, supporting the screening workforce in delivering excellent customer service and resolving customer complaints at the airport level.

TSA's Customer Service Branch (CSB) coordinates customer experience initiatives across TSA and an array of TSA customer service programs including:

- *TSA Contact Center (TCC)*: Answering approximately 1.3 M calls and over 120 K emails in FY 19 to resolve customer complaints and requests for information
- *Ask TSA*: Answering over 467 K customer screening and travel questions across Twitter and Facebook in FY 19
- *TSA Cares and Passenger Support Specialists*: Providing travelers with disabilities, medical conditions and other special circumstances with additional assistance during screening
- *TSA PreCheck™*: Offering expedited security screening benefits for over 10 million enrolled travelers



How do we deliver value to the public?

Occasion

A passenger must travel through the TSA security checkpoint prior to their flight in order to ensure their safety and the safety of all passengers on their flight.

A passenger would like to travel through the security checkpoint more quickly.

A passenger with a disability, medical condition or other special circumstance requires additional assistance to successfully travel through the TSA security checkpoint.

High-Impact Service

Passenger screening at the airport is part of TSA's layered approach to security to get passengers safely to their destination. Transportation Security Officers (TSOs) trained in security and customer service conduct passenger screening at the checkpoint in order to prevent prohibited items and other threats from endangering the traveling public, airport personnel, and the nation.

The TSA PreCheck™ program offers vetted passengers the ability to travel through security more quickly by not needing to remove their shoes, laptops, liquids, belts and light jackets during screening.

TSA Cares is a helpline that provides travelers with disabilities, medical conditions and other special circumstances additional assistance during the security screening process. Further, travelers requiring special accommodations or concerned about the security screening process at the airport may ask a TSA officer or supervisor for a specially-trained Passenger Support Specialist who can provide on-the-spot assistance.

Offering

Passengers progress successfully through the checkpoint as quickly and stress free as possible and ultimately travel safely and securely to their destination.

TSA PreCheck™ passengers progress successfully through the checkpoint lane more quickly than non-TSA PreCheck™ lanes. They arrive more quickly to their departure gate and ultimately travel safely and securely to their destination.

Passengers with disabilities, medical conditions, or other special circumstances progress safely and successfully through the checkpoint as quickly and stress free as possible and ultimately travel safely and securely to their destination.

Where could we improve?

Steps	1: Passenger prepares for travel	2: Passenger goes through checkpoint	3: If issues with travel, Passenger contacts TSA
<p>Customer Steps</p> <p>Name and describe the main steps that a person takes to use the service, left to right, start to finish.</p>	<p>Prior to a flight, passengers have multiple TSA communication channels available to them where they can gather information on items permitted through the checkpoint as well as the current checkpoint procedures. TSA communication channels available include those listed in the “Service System” section below.</p>	<p>A passenger travels through the screening checkpoint as securely, quickly, and stress-free as possible. Passenger checkpoint screening steps include: ticket scanning, taking off shoes, moving items in to bins for screening as needed, placing bins and luggage on scanner belt, walking through scanner, and receiving additional screening if needed.</p>	<p>Following completion of the checkpoint screening and only when needed, a passenger may contact TSA with any compliments, additional information needed, security risks they observed at the airport, or any issues they may have experienced at the checkpoint.</p>
<p>Service System</p>	<p>TSA.gov Ask TSA (Facebook, Twitter, Instagram) TSA Contact Center (TCC) TSA Cares</p>	<p>TSOs and STSOs deliver passenger screening Systems including: Credential Authentication Technology, Boarding Pass Scanning Systems, Explosive Trace Detection, and X-ray baggage screening</p>	<p>TSA Contact Center (TCC) Customer Support Managers (CSMs) Ask TSA (Facebook, Twitter, Instagram)</p>
<p>Pain Points</p> <p>Describe the highest priority problems to solve</p>	<p>Travelers are not fully aware of the information sources made available by TSA. Fifteen percent of those surveyed stated that they were not aware of the information sources TSA offered for travel tips and assistance. If travelers had this information, they would be more aware and prepared for the screening process and know where to direct their questions.</p>	<p>There are many factors that make passenger awareness of screening procedures challenging: many passengers are not seasoned travelers and thus unsure of what to expect, screening procedures change regularly and vary from airport to airport in order to enhance security, and passengers may not pay attention to signage at the checkpoint. Additionally, twenty one percent of passengers surveyed stated that they felt additional screening was not fully explained. Given these challenges, it is critical that customers receive clear communication from Transportation Security Officers (TSOs) regarding security checkpoint procedures, including additional screenings.</p>	<p>Passengers are often unaware that the TSA Contact Center (TCC) exists and so may not know where to turn when TSA issues arise at the checkpoint. It is important that TSOs consistently hand out TCC cards to passengers when they experience TSA issues and that TSA’s website clearly direct passengers to the TCC when needed.</p> <p>On the other hand, oftentimes passengers call TSA’s TCC with issues that are not within TSA’s jurisdiction, but are rather issues related to overall airport travel, such as issues booking travel, updating their passport, or bringing items through customs.</p>

What will we do?

Purpose

*Why did your agency undertake this project?
What does it hope to achieve, in specific performance indicators, if possible.*

What is the problem?

Travelers are not fully aware of the information sources made available by TSA. Fifteen percent of those surveyed stated that they were not aware of the information sources TSA offered for travel tips and assistance.

Desired future state?

Roll-out nation-wide plan for improved passenger awareness of TSA communication channels (including TSA Contact Center, Ask TSA, TSA website, and TSA Cares).

Any measurable indicators and targets?

- Increased passenger awareness of TSA Communication Channels as demonstrated through passenger survey results
- Decrease in number of passengers that call the TSA Contact Center after first trying unsuccessfully to locate information on TSA.gov

Approach

Describe the timeline and work plan to achieve that purpose. If this is an ongoing initiative, describe your progress.

Process, methods, and expertise?

Human-centered design grounded in data and stakeholder feedback

Timeline, stage gates and dates?

Milestones to be accomplished by September 30th, 2021:

- Working closely with Public Affairs, finalize deep-dive assessment of passenger engagement with TSA communication channels.
- Develop prototypes for improved passenger awareness of TSA communication channels.
- Implement prototypes for improved passenger awareness of TSA communication channels
- Gather passenger feedback on prototypes and measure changes in passenger engagement with TSA communication channels.
- Evolve prototypes based on passenger feedback; implement upgraded prototype.
- Measure progress, make final adjustments.
- Finalize nation-wide roll-out plan for improved passenger awareness of TSA communication channels.

Deliverables being produced?

New process flow chart for screening workforce on how to direct passengers to TSA customer service departments (i.e. the TSA Contact Center, Ask TSA, and TSA Cares).

Resources

Describe the stakeholders involved, financial and human capital dedicated to the work, and any partners contributing to the work.

Who is responsible?

Customer Service Branch (CSB) within Civil Rights & Liberties, Ombudsman & Traveler Engagement; working closely with Public Affairs.

CSB requires funding to successfully roll-out prototypes for improved passenger awareness of TSA communication channels nation-wide and run the Passenger Experience Survey necessary to measure pilot outcomes.

Who is contributing to the project?

- Passenger feedback
- Customer Support Manager (CSM) feedback
- Supervisory Transportation Security Officer (STSO) feedback
- TSA Executive feedback

What will we do?

Purpose

*Why did your agency undertake this project?
What does it hope to achieve, in specific performance indicators, if possible.*

What is the problem?

There are many factors that make passenger awareness of screening procedures challenging: many passengers are not seasoned travelers and thus unsure of what to expect, screening procedures change regularly and vary from airport to airport, and passengers may not pay attention to signage at the checkpoint. Additionally, twenty one percent of passengers surveyed stated that they felt additional screening was not fully explained.

Desired future state?

Roll-out TSA-wide employee customer experience training and recognition programs.

Any measurable indicators and targets?

- Decreased number of passengers stating additional screening was not explained, as demonstrated through passenger survey results

Approach

Describe the timeline and work plan to achieve that purpose. If this is an ongoing initiative, describe your progress.

Process, methods, and expertise?

Human-centered design grounded in data and stakeholder feedback

Timeline, stage gates and dates?

Milestones to be accomplished by 9-3-2021:

Screening workforce program:

- Finalize assessment of TSO customer experience training and recognition needs.
- Formalize TSO training and recognition pilot.
- Pilot TSO training and recognition pilot, including continued roll-out of newly developed “Demystifying Customer Experience” briefing to educate the screening workforce on how customer service supports TSA’s security mission.
- Gather TSO feedback on pilot; Measure changes in passenger complaints
- Make adjustments, prepare for TSA-wide roll-out.

Customer Support Manager (CSM) program:

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

Deliverables being produced?

New TSO CX briefing; New CSM Community of Practice, with corresponding SharePoint site

Resources

Describe the stakeholders involved, financial and human capital dedicated to the work, and any partners contributing to the work.

Who is responsible?

Customer Service Branch within Civil Rights & Liberties, Ombudsman & Traveler Engagement; working closely with Security Operations; Training and Development; and Public Affairs

CSB requires funding to successfully roll-out the employee customer experience training and recognition program nation-wide and run the Passenger Experience Survey necessary to measure program outcomes.

Who is contributing to the project?

- Passenger feedback
- Customer Support Manager (CSM) feedback
- Supervisory Transportation Security Officer (STSO) feedback
- TSA Executive feedback

What are we proud of this year?

Service Improvement

Who is the user and what was the problem?

In 2019, fifteen percent of passengers surveyed stated that they were not aware of the information sources TSA offered for travel tips and assistance.

What did you build / improve? What does it do for the public or how you deliver your mission? What was the resulting impact? (Include numbers whenever possible)

Based on passenger and Customer Support Manager (CSM) feedback, TSA designed new visuals including process flow charts for the screening workforce to use when directing passengers to TSA customer service departments, including the TSA Contact Center, Ask TSA, and TSA Cares. These materials are now at airports across the country, have been delivered in briefings to 486 participants nation-wide, are deployed through a dedicated app for TSA employees, and are being delivered as part of small group “shift briefs” to TSOs across the country.

Customer Support Managers (CSMs) and Transportation Security Officers (TSOs) gave these visuals rave reviews, with one TSO stating that the flow chart is the “most helpful fact sheet to have ever come out of HQ”. As part of its pilot to improve passenger awareness of TSA communication channels, TSA plans to re-survey passengers in 2021 to assess their awareness of TSA information sources and note any changes from 2019.

Any lessons for other agencies emulating this work?

There is power in clear, concise, engaging, and simple visuals—take advantage of tools to train your workforce in critical customer experience concepts, behaviors, and process steps.

Sum up what happened in two sentences.

TSA deployed new visuals for the screening workforce on how to direct passengers to TSA customer service departments—enhancing TSOs’ ability to respond swiftly and adeptly to passenger needs across the country.

Capacity Building

Was this a governance, measurement, organizational, customer understanding, service development, or service delivery capability?

Organizational

What was the new action taken capability and its goal or purpose?

CSB supports approximately 177 Customer Support Managers (CSMs), who are the “face” of customer experience at airports across the country and are responsible for resolving customer complaints at the airport level. Given CSMs critical role in delivering high-quality customer experience, CSB conducted an in-depth Customer Support Manager (CSM) survey to assess CSMs’ top CX-related support needs. Based on the results, CSB designed and launched a CSM community of practice to foster cross-airport collaboration and best-practice sharing. CSB designed a SharePoint site to share critical customer experience templates, tools, and best practices with CSMs nation-wide. Further, CSB designed and launched a CX briefing for the entire TSA screening workforce dispelling multiple misconceptions about customer experience at TSA as well as describing how customer service supports TSA’s security mission.

What was the resulting impact? Include numbers whenever possible.

CSB has deployed this briefing to 486 participants at airports across the country. Early responses from CSMs are very positive. They remarked that officers who attended the briefing “have a better understanding of the [customer service] support roles” and are “more knowledge[able] of why [customer service] is important to our mission.” CSB is measuring initial reactions to the briefing and gathering qualitative feedback regarding its impact on participants 1 and 3 months after the sessions.

Any lessons for other agencies emulating this work?

Do not overlook the power of your own employees to transform customer experience. As quoted by one of our TSOs, extraordinary customer experience “starts with us.”

Can you sum up what happened in two sentences?

TSA deployed critical organizational and cultural improvements to strengthen the workforce’s capacity to deliver extraordinary customer service.

What are we proud of this year?

Service Improvement

TSA deployed new visuals for the screening workforce on how to direct passengers to TSA customer service departments—enhancing TSOs' ability to respond swiftly and adeptly to passenger needs across the country.



Capacity Building

TSA deployed critical organizational and cultural improvements to strengthen the workforce's capacity to deliver extraordinary customer service.

Myth 1: "Customer Service Isn't Part of our Mission"

Customer Experience (CX) Demystified
Customer Service Branch/ TSA Contact Center Overview

- TSA's mission is to protect the nation's transportation systems to ensure freedom of movement for people and commerce.
- Customer service enables better security—increasing customer trust in the security screening process.
- TSA Management Directives drive policy and procedures in support of excellent customer service, such as "TSA MD No. 900.1: Passenger Screening Complaints" (April 26, 2019).

Customer Service

Photo of TSA staff: TSA Contact Center Manager, TSA Cares representative, TSA Contact Center representative, TSA Contact Center representative, TSA Contact Center representative.

What are we proud of this year?

Capacity Building

Was this a governance, measurement, organizational, customer understanding, service development, or service delivery capability?

Measurement

What was the new action taken capability and its goal or purpose?

TSA conducted robust TSA-wide surveys including: TSA Contact Center and UES Help Desk phone and email surveys; in-person surveys at UES TSA PreCheck™ enrollment centers; TSA.gov user surveys; and surveys following @AskTSA interactions. TSA also collaborated with OMB, OPM, and GSA to investigate the relationship between customer experience data (gathered from the TSA Contact Center) and employee engagement-satisfaction data (gathered from Transportation Security Officer (TSO) Federal Employee Viewpoint Survey (FEVS)). TSA is developing a TSA-wide Customer Experience Metrics dashboard to house all of TSA's customer experience-related metrics, aligned to OMB A-11 guidance, in a central location.

What was the resulting impact? Include numbers whenever possible.

The use of robust measurement has expanded TSA's ability to act quickly and nimbly to address new passenger issues and changing passenger trends. For example, the team utilized its analysis of customer complaints to identify airports to target for customer experience interventions, such as customer experience briefings.

Any lessons for other agencies emulating this work?

Through TSA's collaboration with OMB, OPM, and GSA, these groups have collaboratively forged new approaches to EX/CX analysis now serving as a model for other federal agencies interested in doing the same.

Can you sum up what happened in two sentences?

TSA propelled its ability to quickly and adeptly identify and address emerging customer needs.

Capacity Building

Was this a governance, measurement, organizational, customer understanding, service development, or service delivery capability?

Governance and Strategy

What was the new action taken capability and its goal or purpose?

TSA conducted interviews with TSA Executives and field Federal Security Directors (FSDs) to gather their perspective on TSA's future CX vision and strategic path forward. CSB then synthesized these perspectives into a high-level TSA CX Strategic Plan with priority strategic initiatives. Since then, CSB has made significant progress in the implementation of these initiatives including: "Develop unified TSA-wide CX vision, strategy, metrics, and roles;" "Design and pilot employee CX training and recognition program;" and "Design and pilot improved passenger awareness of TSA communication channels". TSA designed and is actively implementing metrics to measure progress across these initiatives and incorporate lessons learned in to 2021 CX strategic planning as well.

What was the resulting impact? Include numbers whenever possible.

A crisp, compelling, clear Customer Experience strategy has enabled TSA to focus its energy on the highest impact, most important initiatives to improve TSA customer experience.

Any lessons for other agencies emulating this work?

It is essential to take not just a top-down approach in developing strategy, but rather a bottom-up approach as well—engaging field leaders and staff with critical on-the-ground perspectives in the development and evolution of agency CX strategy and pilots.

Can you sum up what happened in two sentences?

By engaging leaders and staff bottom-up and top-down, TSA designed a hard-hitting customer experience strategy with focused strategic objectives to drive transformation of the passenger experience.