

Department of Homeland Security



Customer Service Plan

October 24, 2011

Executive Summary

The Department of Homeland Security (DHS) has a vital mission: to lead efforts to achieve a safe, secure, and resilient homeland. This requires the dedication of more than 240,000 employees in jobs that range from aviation and border security to emergency response, from cybersecurity analysts to chemical facility inspectors. Our duties are wide-ranging, but our goal is clear - keeping America safe, secure, and resilient.

To fulfill this mission, DHS employees interact with members of the public on a daily basis. DHS's mission is diverse and consequently, so too are the customers that it serves. As required by Executive Order 13571, *Streamlining Service Delivery and Improving Customer Service*, DHS has developed this Customer Service Plan. The Plan's purpose is to highlight efforts currently underway that will improve DHS's customer service, while strengthening security. It does not include all of DHS's efforts to improve customer service, but provides a sample of the types of initiatives that are being pursued across the Department. This includes:

- Using technology to focus on pre-screening of individuals who volunteer information about themselves prior to flying in order to expedite the traveling experience generally;
- Using mobile applications to disseminate information in times of a disaster; and
- Centralizing information and making it more easily accessible to non-citizens seeking to study in the United States and to the institutions that will host these individuals.

SIGNATURE INITIATIVE: RISK-BASED SECURITY

Overview: The Transportation Security Administration (TSA) is undertaking efforts to enhance security and focus its resources by applying new risk-based, intelligence driven security procedures and enhancing its use of technology, while also improving the passenger experience at security checkpoints. TSA is piloting several technology and process adjustments to enable expedited screening of known travelers. By using technology that helps identify passengers as low-risk and providing expedited physical screening, TSA can allocate personnel and technology resources towards unknown or high-risk passenger screening while improving the passenger experience for the traveling public. During the pilot, certain frequent fliers and certain members of CBP's Trusted Traveler programs, including members of Global Entry, SENTRI, and NEXUS, who are U.S. citizens, will be eligible to participate in this pilot, which could qualify them for expedited screening. All eligible frequent flyers and CBP Trusted Traveler participants must opt in to the program to be eligible for expedited screening. TSA continues to enhance its layered security approach through state-of-the-art technologies, expanded use of existing and proven technology, better passenger identification techniques and other developments that will continue to strengthen aviation security. TSA will always incorporate random and unpredictable security measures and no individual will be guaranteed expedited screening.

Key Customer Groups: TSA's intelligence-driven, risk-based approach to security will continue to focus resources to provide the most effective security in the most efficient way possible while improving the passenger experience at security checkpoints. One component of risk-based security, TSA PreCheck, focuses on pre-screening individuals who volunteer information about themselves prior to flying in order to potentially expedite the travel experience. Screening will be expedited for eligible passengers who opt to participate and who are assessed by TSA as low-risk; in the initial pilot period, certain frequent flyers and CBP Trusted Traveler participants are eligible.

Challenges: For the initial pilot, select airlines with flights departing out of select cities are included. Also, since TSA will always incorporate random and unpredictable security measures, it must overcome misperceptions that all eligible participants are guaranteed expedited screening.

Featured Actions:

1. Secure Flight technology enhancements--Secure Flight will expand its vetting capabilities to prescreen and vet passengers and apply intelligence-driven rules and random measures as part of its layered approach to security.
2. Credential Authentication Technology/Boarding Pass Scanning System (CAT/BPSS)--CAT/BPSS scanners will allow TSA to automatically verify both passenger identification documents and boarding passes, further enhancing security. CAT/BPSS will help facilitate identity based screening, while making the checkpoint process more effective and efficient.

SERVICE 1: SMART PHONE APPLICATIONS TO IMPROVE COMMUNICATION WITH PUBLIC DURING DISASTER RESPONSE

Federal Emergency Management Agency

Overview: Information dissemination before, during and after a natural disaster or terrorist attack is vital to effective preparation and response. The Federal Emergency Management Agency (FEMA) has begun to leverage the technology of mobile devices to provide valuable information to the public through a smartphone application (app). This application will provide information ranging from emergency preparation checklists to search capabilities to the location of shelters within a 50-mile radius. The smartphone app was launched for Android devices on August 26, 2011 and there are efforts currently underway to make the app available for iPhones and Blackberry version 6 devices. FEMA recognizes that not everyone has cell phones or smartphones, and continues to disseminate information to all citizens through various communication mechanisms.

Key Customer Groups: Any individual in the United States in need of preparedness and disaster response information.

Challenges: One challenge is to increase public awareness and familiarity with the application.

SERVICE 2: ASSISTANCE TO INTERNATIONAL STUDENTS WANTING TO RECEIVE A DEGREE IN THE UNITED STATES
DHS Office of Academic Engagement

Overview: In September 2011, Department of Homeland Security Secretary Janet Napolitano announced the launch of the Study in the States initiative to streamline the international student visa process for foreign students seeking to study in the United States. This initiative will examine regulatory and process changes, expand public engagement between the government and academia, and enhance coordination between DHS components and partner agencies. It is meant to encourage and streamline the entry for legitimate non-immigrant students so that they can pursue educational and post-graduate opportunities in the U.S.

A key component of the initiative is a new website, <http://studyinthestates.dhs.gov>, that establishes a central online information hub for DHS and its agency partners to provide current and prospective international students with up-to-date information in a streamlined, dynamic, user-friendly format. The information will help students understand the rules and regulations so they maintain legal status. International student offices and school officials' information is also provided for students.

In addition, we will be providing information about school certification – a critical process schools must follow in order to accept international students. Information on the Student and Exchange Visitor System (SEVIS) database and the roll-out of SEVIS II will be available for schools, including answers to how this impacts them, what they need to do to prepare for the new system, etc.

The Study in the States initiative uses technology and social media to improve customer service by providing a central portal for all agencies involved in the international student process. The effort includes:

- Interactive and accessible information, allowing prospective and current students to visually navigate steps of the student visa process on their own *'Road Map to Success.'*
- Links to social media websites, such as Facebook and Twitter, relevant visa requirements and information to international students, exchange visitors, and the academic community.
- A blog with posted videos, public service announcements, relevant news, requirements, helpful tips and success stories.

Key Customer Groups: Any individual seeking to pursue a degree in the United States.

Challenges: There are more than 500,000 non-immigrant international students and exchange visitors in the United States in a given year and over 35,000 officials at U.S. institutions that serve international students. Educating this vast and diverse group of customers about the U.S. Government requirements is a challenge that this initiative will seek to address.

Key Milestones and Timeline

Phase one of the website launched on September 16, 2011. Additional features will be included in the next two scheduled phases. The additional phases will introduce the following features:

Phase II (December 2011)

- Translate pages into 5 most common languages of international students
- Searchable database of schools

Phase III (March 2012)

- Instant glossary of terms
- Roadmap to Success
- Instructional videos

SIGNATURE INITIATIVE: RISK-BASED SECURITY

Overview: The Transportation Security Administration (TSA) is undertaking efforts to enhance security and focus its resources by applying new risk-based, intelligence driven security procedures and enhancing its use of technology, while also improving the passenger experience at security checkpoints. TSA will pilot enhancements to Secure Flight prescreening technology that enables expedited screening of known travelers. Through this program, TSA can focus on unknown or high-risk passenger screening while improving the passenger experience for the traveling public. During the pilot certain frequent fliers and certain members of CBP's Trusted Traveler programs, including members of Global Entry, SENTRI, and NEXUS, who are U.S. citizens will be eligible to participate in this pilot, which could qualify

them for expedited screening. All eligible frequent flyers and CBP Trusted Traveler members must opt in to the program to be eligible to participate. TSA continues to enhance its layered security approach through state-of-the-art technologies, expanded use of existing and proven technology, better passenger identification techniques and other developments that will continue to strengthen aviation security. TSA will always incorporate random and unpredictable security measures throughout the airport and no individual will be guaranteed expedited screening

A. Overview

TSA's intelligence-driven, risk-based approach to security will continue to focus resources to provide the most effective security in the most efficient way possible while improving the passenger experience at security checkpoints.

TSA is conducting pilots throughout FY 2012.

During this pilot, TSA will use pre-screening capabilities to make intelligence-based risk assessments on passengers who voluntarily participate in the program. Eligible participants include certain frequent flyers from Delta Air Lines and American Airlines as well as members of CBP's Trusted Traveler programs, including Global Entry, SENTRI, and NEXUS who are U.S. Citizens and are flying on participating airlines. Eligible passengers may be referred to a lane where they will experience expedited screening. TSA will always incorporate random and unpredictable security measures throughout the airport and no individual will be guaranteed expedited screening. TSA's multi-layered approach to security also includes behavior detection officers, explosives-detection systems, canine teams, and federal air marshals, among other measures both seen and unseen.

Additionally, TSA is modifying its screening procedures for passengers 12 and under to resolve alarms. Specifically, children are permitted to keep on shoes during screening and will be allowed multiple passes through technology such as walk through metal detector in order to resolve alarms. These changes in protocol will ultimately reduce – though not eliminate – pat-downs of children that would have otherwise been conducted to resolve alarms. The purpose of this change is to minimize the impact of screening measures on children while improving security by allowing TSA officers to better focus their efforts on those who present a higher risk.

After the initial pilots have been evaluated TSA will seek to expand these risk-based security protocols to drive efficiency for TSA and improve the passenger experience.

B. Impact and Benefits

Security and operational gains will enhance security, engage external stakeholders to provide improved customer service, and increase operational efficiencies.

Specifically, risk-based security aims to use intelligence and technology to improve:

- *Security Effectiveness*—TSA's first priority is to ensure that the implementation of RBS will improve security across the system, based on the concept of pre-screening to separate passengers by risk levels, and then focusing resources toward higher risk passengers.
- *Passenger Satisfaction* – TSA also seeks to improve overall satisfaction by providing opportunities for known travelers to undergo expedited screening.

- *Operational Efficiency* – TSA will increase productivity in the all checkpoint lanes by implementing an expedited screening process for known passengers.

C. Risk-Based Security Key Milestones and Timeline

Q4 FY11

- Complete Secure Flight technology enhancements and integration with CBP Global Entry to enable identification of low risk passengers through their boarding passes
- Implement new screening protocols for passengers 12 and under

Q1 FY 12

- Begin expedited screening pilot for known travelers with airline partners at four airports
- Award CAT/BPSS Low Rate of Initial Production Units

Q2 FY 12

- Expand expedited screening with a new airport partner and at an additional airport

Q3 FY 12

- Award CAT/BPSS full rate production

Q4 FY 12

- Additional Secure Flight enhancements deployed to support the expansion of expedited screening

D. Increase Feedback from Customers

TSA will solicit feedback from both eligible known travelers and the flying public to inform customer engagement strategies. Feedback mechanisms TSA will pursue include:

- **MyTSA Mobile App**- The MyTSA Mobile App allows passengers to provide airport and checkpoint specific feedback in real time as they travel. This functionality is currently available through the TSA app and will be used to gather feedback for the pilot where expedited screening is available.
- **Talk to TSA Kiosks**- To gather targeted feedback from participants in the pilot, TSA is deploying self-service 'Talk to TSA' kiosks. Customers will be able to quickly and easily share direct feedback with TSA by answering questions as they exit the checkpoint. Kiosks will be deployed as the pilots begin in Q1 FY12.

E. Adopt Best Practices for Improving Customer Experience

TSA will focus on internal collaboration and technology as key enablers to improve the customer experience. Best practices TSA will pursue include:

- **One DHS**- As part of the pilot, TSA will partner with CBP to build a Secure Flight interface and enable expedited screening for Global Entry members. By expanding the benefits provided to CBP GE members, DHS is improving service to a key customer segment. Integration with CBP for the pilot will be complete in Q4 FY11.

- **Risk-Based Security Engagement IPT-** In Q2 FY11 TSA established an Integrated Project Team to proactively support risk-based security customer service across all communications channels and stakeholder groups. By regularly convening TSA offices with distinct customer service requirements, TSA is able to proactively design engagement strategies, share lessons learned, and leverage communication materials. This integrated approach will ensure consistency, completeness and responsiveness of communications across diverse stakeholder groups.
- **MyTSA Mobile App-** The MyTSA Mobile App has informational pages and to assist specific passenger segments (examples include: Military Personnel, families traveling with children, and those with special medical needs).

F. Set, Communicate, and Use Customer Service Metrics and Standards

TSA is committed to measuring and evaluating performance during the pilot implementation. By partnering with CBP and the airlines, TSA has developed communication strategies to drive participation during the pilot period.

- **Monitoring and Evaluating Key Performance Measures-** Key performance measures for the risk-based security pilots are presented to the TSA Administrator, Deputy Administrator and Senior Leadership Team on a weekly basis. By tracking key metrics like checkpoint throughput, contact center call volumes and comments, TSA leadership is able to fully evaluate the customer service benefits of risk-based security.
- **Increasing Access to Expedited Screening-** During the pilot period, TSA will drive accessibility of service by partnering with airlines and CBP to provide detailed enrollment and opt in information. TSA will also pass out informational material with smartphone-readable QR codes[®], contact center information and CBP Global Entry enrollment information at the pilot airports to ensure eligible passengers are able to receive expedited screening.

G. Streamline Agency Processes to Reduce Costs and Accelerate Delivery

TSA will use technology to drive improvements in information access as well as drive efficiency.

- **QR Codes[®]** - TSA will include two-dimensional codes readable by barcode readers on smartphones on informational and promotional materials. When the code is scanned, it will automatically direct passengers to a dedicated risk-based security site on the tsa.gov website. TSA will use QR Codes[®] at all pilot airports to address inquiries at the time of travel. Targeted pages on tsa.gov support tailored information delivery with more flexibility and detail than available on current signage. New signage and promotional materials with QR Codes[®] will be deployed to pilot airports in Q1 FY12.

SERVICE #1: SMART PHONE APP (APPLICATION) TO IMPROVE COMMUNICATION WITH PUBLIC DURING DISASTER RESPONSE

Federal Emergency Management Agency

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Android devices on August 26, and there are efforts currently underway to make the app available for iPhones and Blackberry version 6 devices. FEMA recognizes that not everyone has cell phones or smartphones, and continues to disseminate information to all citizens through various communication mechanisms.

1. Increase Feedback from Customers

- The purpose of this tool is to provide information to individuals in need of various types of disaster response. The public is able to provide feedback about the App through email and the FEMA blog.

2. Adopt Best Practices for Improving Customer Experience

- The functionality of other smartphone apps and coding best practices has been helpful in shaping the development of the App.

3. Set, Communicate, and Use Customer Service Metrics and Standards

- The application will allow users to access information helpful to disaster response, including Disaster Recovery Centers and Shelters.

4. Streamline Agency Processes to Reduce Costs and Accelerate Delivery

- Delivery of the FEMA app on a variety of smartphones will allow more users to access valuable information.
- The ability for users to access static information (ie., what to do after a disaster) without the availability of WiFi or a wireless signal allows the public to be informed even if they don't have connectivity.
- The availability of information through a smartphone app has the opportunity to minimize the number of inquiries during a disaster and to provide information in an expedited manner.

SERVICE #2: ASSISTANCE TO INTERNATIONAL STUDENTS WANTING TO RECEIVE A DEGREE IN THE UNITED STATES
DHS Office of Academic Engagement

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1. Increase Feedback from Customers

- "Ask a Question" and "Submit A Comment" features will be added in future phases of the site development
- Site analytics will be reviewed weekly to determine the most sought user information and the site will be modified to best reflect user's needs.

2. Adopt Best Practices for Improving Customer Experience

- Coordinated, inter-agency cross-marketing campaigns will facilitate timely communication of critical information for website visitors
- DHS will coordinate with partner agencies to assess cultural sensitivity and ease of translation prior to phase two in December 2011

3. Set, Communicate, and Use Customer Service Metrics and Standards

- The Department will review website traffic data with the Executive Director of Academic Engagement on a monthly basis to assess trends in use of translated pages to determine their effectiveness
- Upon launch, web analytics will be used to measure and document the increases in web traffic with a target goal of a 20% increase in number of visits to the translated pages each quarter through July 2012

- A weekly social media/ visitor analytics report is compiled and distributed each Friday which will help determine what information should be promoted or new content developed to meet user information needs

4. Streamline Agency Processes to Reduce Costs and Accelerate Delivery

- Providing easy access to information will help ensure that students have access to the correct information.
- Introducing certain functionality (translatable tables, blogs, a “success Roadmap”, etc) on the site will allow international students more online self-service options and to rely less on call centers and school officials for information on DHS policies and processes.