

APPENDIX 5. DETAILED FINDINGS FROM THE QUESTIONNAIRE

1 and 2. Organizational leadership sees the Web as integral to organization activities: the most important and most common practice.

Best-in-Web respondents				FirstGov			
Answer	Effectiveness Avg = 3.9	Importance Avg = 4.5	Difficulty Avg = 3.7	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.9	Difficulty Avg = 2.9
1. To what extent does your organizational leadership consider the Web to be integral to your organizational activities?							
4.4	4.0	4.9	3.9	5	5	5	2
2. To what extent do employees at all levels of your organization consider the Web to be integral to organizational activities?							
3.8	3.6	4.7	4.0	5	4	5	3

The answer to Question 1 is the highest answer score on the questionnaire. The organizational leadership of Best-in-Web organizations considers the Web to be integral to organizational activities to a very great extent. In other words, most executives in these organizations see the Web as an integral part of the organization’s normal scope of business, an integral part of the organization’s toolset in accomplishing mission goals.

Question 1 ties for highest in importance on the questionnaire and is one of the highest in effectiveness. This practice is slightly more effective and more important among leadership than among employees (see Question 2, above), and slightly less difficult. Getting organizational leadership to see the Web as integral to organizational activities is considered to be among the more difficult practices, and it is more difficult to get employees to this mindset. Best-in-Web organizations have employees with this mindset, but to a lesser extent than leadership with this mindset.

FirstGov sees this practice as the highest importance for both leaders and employees in the organization. FirstGov sees this as more effective and less difficult for leadership than for employees across the organization.

3. Coordination of Web activities is very effective and very important, but difficult.

Best-in-Web respondents				FirstGov			
Answer	Effectiveness Avg = 3.9	Importance Avg = 4.5	Difficulty Avg = 3.7	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.9	Difficulty Avg = 2.9
3. To what extent does your organization coordinate Web infrastructure, content, and other Web activities?							
3.9	4.1	4.7	3.9	4	4	5	3

Best-in-Web organizations coordinate their infrastructure, content, and other Web activities to a great extent. This practice is seen as very effective, and very important, and among the more difficult. This coordination may be part of a suite of overall practices that characterize Best-in-Web organizations, including gaining senior executive support and aligning Web activities to the organization’s mission. The larger and more diverse the organization, the more difficult this becomes. The largest government departments may have so much established internal diversity that coordination of Web activities may be most effective at the bureau level rather than at the department level. In this case, department Web activities typically focus on providing access to the bureaus and presenting a non-bureaucratic point of entry to the services available.

FirstGov sees this practice much the same way. They coordinate most infrastructure, content and other Web activities. FirstGov sees this as very effective, completely important, and somewhat difficult.

4. Alignment of Web with mission is the most effective practice.

Best-in-Web respondents				FirstGov			
Answer	Effectiveness Avg = 3.9	Importance Avg = 4.5	Difficulty Avg = 3.7	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.9	Difficulty Avg = 2.9
4. To what extent is your organization's Web strategy aligned with the organizational mission?							
4.2	4.3	4.8	3.3	4	4	5	3

Best-in-Web organizations align their Web strategies with organizational mission to a very great extent. This practice is seen as the most effective, very important, and among the least difficult. This coordination may be part of a suite of overall practices that characterize Best-in-Web organizations, including gaining senior executive support and coordinating all Web activities.

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FirstGov sees this practice much the same way. Their Web activities are mostly aligned with their mission. FirstGov sees this as very effective, completely important, and somewhat difficult.

5. Involving stakeholders in new developments is very important and very effective, but very difficult.

Best-in-Web respondents				FirstGov			
Answer	Effectiveness Avg = 3.9	Importance Avg = 4.5	Difficulty Avg = 3.7	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.9	Difficulty Avg = 2.9
5. To what extent do you involve all stakeholders (executives, IT developers, content providers, customers) in the development of new Web functionality?							
3.9	4.1	4.6	4.1	5	5	5	2

Best-in-Web organizations involve stakeholders in new developments to a great extent. This practice ranks among the most effective, most important, and among the most difficult. One common approach to this is through a Web working group or council comprising representatives across the organization. Some include program staff in this group; others keep this within the Web content managers.

FirstGov sees this practice somewhat differently. They always involve stakeholders in new developments, not surprising considering they manage a portal, the content for which is always owned by others. FirstGov sees this as completely effective, completely important, and not very difficult.

6. Keeping Web activities within the Enterprise Architecture is common practice.

Best-in-Web respondents				FirstGov			
Answer	Effectiveness Avg = 3.9	Importance Avg = 4.5	Difficulty Avg = 3.7	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.9	Difficulty Avg = 2.9
6. To what extent does your organization ensure that Web activities fit within the IT Enterprise Architecture?							
4.0	3.7	4.1	3.2	4	4	5	3

Best-in-Web organizations ensure that Web activities fit within the Enterprise Architecture to a great extent. This practice ranks among the most widely practiced, but has lower than average effectiveness, importance, and difficulty.

FirstGov ensures that Web activities fit within the Enterprise Architecture to a great extent. They see this practice much like Best-in-Web organizations do, except FirstGov sees it as completely important. FirstGov sees this as very effective and somewhat difficult.

7. Control of new Web development, a very difficult practice.

Best-in-Web respondents				FirstGov			
Answer	Effectiveness Avg = 3.9	Importance Avg = 4.5	Difficulty Avg = 3.7	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.9	Difficulty Avg = 2.9
7. To what extent does your organization control new Web development?							
3.7	3.7	4.2	4.0	4	4	5	4

Best-in-Web organizations control new Web development to some extent. This practice ranks among the most difficult, and has lower than average effectiveness and importance. Approvals are needed in all Best-in-Web organizations to post new content. Some require use of a template for formatting the information. Some limit the number of people authorized to post new content.

FirstGov controls new development to a great extent. FirstGov sees this practice much like Best-in-Web organizations do, except FirstGov sees it as completely important. FirstGov sees this as very effective and very difficult.

8. Consistent page design is a very effective and important common practice.

Best-in-Web respondents				FirstGov			
Answer	Effectiveness Avg = 3.9	Importance Avg = 4.5	Difficulty Avg = 3.7	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.9	Difficulty Avg = 2.9
8. To what extent does your organization's Web presence use a consistent page design?							
4.1	4.1	4.7	3.4	5	5	4	3

Best-in-Web organizations use a consistent Web page design to a very great extent. This practice ranks among the most effective and important, and lower than average in difficulty. Using a template makes this easier, but gaining acceptance for a template among the rank and file generating content can be difficult, even though it makes it much easier to comply with the many format requirements.

FirstGov pages are completely consistent. FirstGov sees this practice somewhat differently from Best-in-Web organizations. FirstGov sees it as more effective and less important.

The high scores for importance and effectiveness are understandable, since consistent page design helps everyone involved, from executives concerned with corporate identity and brand management, to Web managers concerned with ease of maintenance, to visitors concerned with consistency and ease of navigation.

9A. Formal approval of text and images is easier and more effective than approval of new Web applications.

	Best-in-Web respondents				FirstGov			
	Number who chose this answer	Effectiveness Avg = 4.0	Importance Avg = 4.4	Difficulty Avg = 3.4	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.8	Difficulty Avg = 3.3
9. What processes does your organization use to approve new Web text and images?								
Supervisory review and approval	8	4.1	4.4	3.3	X	5	5	2
Executive management approval	6	4.2	4.3	3.3				
Peer review	5	4.2	4.2	3.4	X	5	5	2
Other	4	4.3	4.0	2.8				
Weighted Average		4.2	4.3	3.2		5	5	2

Best-in-Web organizations use several processes to approve new Web text and image content. Almost all use supervisory approval, and more than half of the respondents also use peer review and/or executive management approval. “Other” practices for approval include compliance with written standards, review by the Office of Public Affairs, Web Council approval, and a formal editorial review. These practices score above average in effectiveness and below average in difficulty, but are average or below average in importance.

FirstGov uses peer review and supervisory approval for approving new Web text and image content. FirstGov sees these practices as completely effective and completely important, and less difficult than the other respondents.

Approval of new Web text and image content is as effective and less difficult than approval of new Web applications, which is rated more important. (See below.)

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9B. Many approaches are effective for the important practice of approving new Web applications.

	Best-in-Web respondents				FirstGov			
	Number who chose this answer	Effectiveness Avg = 4.0	Importance Avg = 4.4	Difficulty Avg = 3.4	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.8	Difficulty Avg = 3.3
9. What processes does your organization use to approve new Web applications?								
Supervisory review and approval	9	3.9	4.4	3.6	X	4	5	4
Business planning and project planning	7	4.1	4.6	3.4	X	4	5	4
Usability testing	6	4.2	4.5	3.3	X	4	5	4
Executive management approval	5	4.2	4.4	3.4	X	4	5	4
Other	3	3.7	4.0	3.7				
Weighted Average		4.2	4.6	3.6		4	5	4

Best-in-Web organizations use several processes to approve new Web applications. Supervisory review is the most common approval mechanism for new Web applications, and most respondents also cite business planning and project planning as an approval process. Usability testing and executive management approval are involved in approval of new Web applications at more than half the respondents. “Other” practices for approval include an IT deployment review and an editorial process. Overall, these practices score above average in effectiveness, importance, and difficulty.

FirstGov uses these same practices, and rates effectiveness, importance, and difficulty about the same as the other respondents.

10. A combination of approaches effectively addresses content integrity and validity.

	Best-in-Web respondents				FirstGov			
	Number who chose this answer	Effectiveness Avg = 4.0	Importance Avg = 4.4	Difficulty Avg = 3.4	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.8	Difficulty Avg = 3.3
10. What processes does your organization use to verify the integrity and validity of content over time?								
Ad-hoc content review by individual content owners	8	4.3	4.9	3.6	X	5	5	3
Review by individual content owners based on content type (for example, news more often than science)	4	4.0	4.8	3.8	X	5	5	3
Periodic review by central manager based on content type (for example, news more often than science)	3	4.3	5.0	3.7	X	5	5	3
Automated review using content management software rules and tools	2	4.0	5.0	2.5				
Other	2	4.0	4.5	4.0	X	5	5	3
Weighted Average		4.2	4.8	3.6		5	5	3

Best-in-Web organizations use several processes to ensure that Web content is accurate and retains its integrity. Almost all have the content owners regularly review their content, and some respondents also use additional reviews. Very few have automated software to handle this process. Other practices for checking content include quarterly certifications by senior managers, semi-annual quality control audits, and annual content audits. Overall, the weighted average of these scores is above the overall average in importance, slightly above average in effectiveness, and above average in difficulty.

FirstGov uses the three most commonly used practices for reviewing Web content, and they are implementing an automated content management system. FirstGov sees these practices as completely effective and completely important, and somewhat difficult.

11. Ad hoc or periodic manual reviews are most common approaches for deciding when to archive out-of-date content.

	Best-in-Web respondents				FirstGov			
	Number who chose this answer	Effectiveness Avg = 4.0	Importance Avg = 4.4	Difficulty Avg = 3.4	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.8	Difficulty Avg = 3.3
11. How does your organization decide when to archive out-of-date content?								
Ad hoc manual review and approval	5	3.4	4.2	3.8	X	4	5	3
Periodic manual review and approval	5	3.8	4.0	3.6	X	4	5	3
Scheduled automated process	2	4.0	3.5	2.5				
Other	1	5.0	5.0	4.0	X	4	5	3
Weighted Average		3.8	4.1	3.5		4	5	3

Archiving overall appears to have below-average importance and effectiveness scores. Most respondents use either ad hoc or periodic manual processes to review and archive out-of-date Web content. “Other” practices for deciding when to archive include quarterly reviews and quality control certifications. The few using automated processes report slightly higher effectiveness, and much lower difficulty. It is possible that archiving has been overlooked as Web managers have dealt with other issues. Loss of Web content over time will continue to be a problem for librarians, researchers, and archivists until archiving is addressed adequately by Web managers.

FirstGov uses ad hoc and periodic manual processes for reviewing Web content for archiving, and they are implementing an automated content management system. FirstGov sees their practices as very effective and completely important, and somewhat difficult.

12. Management of content co-owned with partners is not very effective.

	Best-in-Web respondents				FirstGov			
	Number who chose this answer	Effectiveness Avg = 4.0	Importance Avg = 4.4	Difficulty Avg = 3.4	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.8	Difficulty Avg = 3.3
12. How does your organization manage content that you co-own with partners?								
Shared management	4	3.3	3.3	2.8				
You manage at your site	2	3.5	4.0	3.5	X	4	4	3
Partner manages at partner site	2	3.5	3.5	3.5				
Third party manages at third-party site	2	3.0	3.5	3.5				
Other	1	3.0	5.0	5.0				
Weighted Average		3.3	3.6	3.4		4	4	3

Two organizations do not co-own data with partners. Of the other organizations that do, more than half share the management with their partner(s), and they rated this as very low difficulty. Other practices for handling shared data were seen as more difficult than average. These responses included some of the lowest effectiveness scores and below average importance scores. Some respondents emphasized that shared data must meet their Web standards to be allowed on their Web site. One overall consideration is to have content creators responsible for their content, and have Web staff responsible for the presentation on the Web. Where this crosses organizational boundaries, it is advisable to use a memorandum of understanding (MOU) to specify and clarify how this will be handled.

FirstGov shares data with partners. FirstGov scored managing the data at their site lower in effectiveness and importance and lower in difficulty than their average scores; this could be the direct result of FirstGov’s function as a portal to content owned by others and the formal approaches (MOU's, etc.) they use to define and control the shared management tasks.

13. Easy Web navigation is maintained through periodic redesign and ongoing evaluation.

	Best-in-Web respondents				FirstGov			
	Number who chose this answer	Effectiveness Avg = 4.0	Importance Avg = 4.4	Difficulty Avg = 3.4	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.8	Difficulty Avg = 3.3
13. How does your organization ensure easy Web navigation as the Web site changes?								
Periodic redesign of navigation as content evolves	8	4.4	4.8	3.6	X	4	5	4
Ongoing evaluation as content evolves	6	4.2	4.7	3.5	X	4	5	4
Ad hoc process	1	3.0	4.0	5.0	X	4	5	4
Enterprise information architecture allows new content without complicating navigation	1	4.0	5.0	2.0	X	4	5	4
Other	1	5.0	5.0	4.0				
Weighted Average		4.2	4.7	3.6		4	4	3

Periodic redesign is the most widely practiced approach for keeping navigation easy for Web users, and it boasts very high effectiveness and importance scores, but also higher than average difficulty. Maintaining an ongoing evaluation of navigation as the Web site evolves is practiced by two-thirds of respondents and has E, I, and D scores that are slightly higher than average. Ad hoc processes are by far the most difficult and least effective ways of keeping navigation easy for users, according to the one respondent who uses this practice. One “other” practice for maintaining easy Web navigation is to control posting rights, thereby preventing posting of new materials in new or inappropriate places.

FirstGov uses all the common practices. The effectiveness score is lower than the FirstGov average; importance is the highest possible, and difficulty is higher than average.

14. Search capability is very important, but efforts to optimize Search fall short.

	Best-in-Web respondents				FirstGov			
	Number who chose this answer	Effectiveness Avg = 4.0	Importance Avg = 4.4	Difficulty Avg = 3.4	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.8	Difficulty Avg = 3.3
14. How does your organization optimize the effectiveness of your search tool?								
Keywords from standardized taxonomy	5	4.0	5.0	3.2				
Other	5	3.5	4.0	4.5	X	5	5	5
Careful use of metatags	3	4.0	5.0	3.3	X	4	5	3
Contract for commercial search engine	3	3.0	4.0	3.3	X	5	5	5
Careful data management for information records	2	4.5	5.0	2.5	X	4	5	5
Development of an in-house search tool	2	4.0	4.5	2.5				
Weighted Average		3.7	4.6	3.4		4.5	5	4.5

Using keywords from a standard taxonomy is the most used practice for optimizing Search effectiveness, scoring the highest in importance. The same number of respondents use miscellaneous “other” approaches, which rank as very difficult; these include using the FirstGov search tool, using a metadata catalog, and using metrics. Scores indicate general agreement that most of these practices are of the highest importance, but effectiveness and difficulty scores for these practices range from 2 to 5, suggesting that some organizations have been more successful than others with these practices. Further investigation may be able to find why some Search optimization efforts succeed better than others.

FirstGov, whose Search tool is used by some of the respondents’ organizations, agrees that this is of the highest importance, but also is extremely difficult. They believe that contracting for a commercial search utility and using it government-wide are slightly more effective than the other practices.

On the other hand, one might ask if the need for an organizational search engine is being overtaken by development of excellent overall search tools. Some respondents feel this way, and explained that this was why they rated the search tool itself less important than the handling of the data.

15. Geographic centralization improves Web management, but some organizations remain very distributed.

Best-in-Web respondents				FirstGov			
Answer	Effectiveness Avg = 4.0	Importance Avg = 4.4	Difficulty Avg = 3.4	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.8	Difficulty Avg = 3.3
15. To what extent does your organization lean toward a geographically centralized Web infrastructure?							
3.7	3.8	4.1	3.8	5	5	5	3

Most respondents report having centralized their Web hardware and software infrastructures, but a few participating organizations have very distributed Web infrastructures. Because of a few very low scores, geographic centralization ranked in the less-than-average group for effectiveness and importance, and difficulty was higher than average. Those who have centralized see higher than average effectiveness.

FirstGov infrastructure (and staffing) is completely centralized (in the General Services Administration in Washington, D.C.). They see centralization to be of the highest importance and effectiveness, but about average in difficulty.

16. Standardizing on hardware and software may be more effective and more important than you may think.

	Best-in-Web respondents				FirstGov			
QUESTION	Answer	Effectiveness Avg = 4.0	Importance Avg = 4.4	Difficulty Avg = 3.4	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.8	Difficulty Avg = 3.3
16. To what extent does your organization standardize on one Web hardware and software platform?								
Hardware --	3.8	3.7	4.0	3.4	5	5	5	3
Software --	4.0	3.8	4.2	3.6	4	4	5	3

The three that have “completely” standardized either Web hardware or software report very high importance and effectiveness, and lower than average difficulty. Others claiming to be “mostly” or “somewhat” standardized have widely varying answers and average E, I, and D scores. Respondents appear to have standardized more on software than hardware; this may be slightly more difficult but slightly more important and more effective than standardizing on hardware. Overall, this practice rates lower than average

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scores for effectiveness and importance. This may be due to lower scores from respondents who have not completed this process.

FirstGov, on the other hand, is more standardized on hardware than software, and they see more effectiveness with more standardization. Standardization of hardware and software are scored by FirstGov at the highest levels in importance and about average in difficulty.

17. Staffing levels overall are less than adequate, although this is seen as very important.

Best-in-Web respondents				FirstGov			
Answer	Effectiveness Avg = 4.0	Importance Avg = 4.4	Difficulty Avg = 3.4	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.8	Difficulty Avg = 3.3
17. How well staffed are your Web activities?							
2.8	3.8	4.7	4.2	3	4	5	3

One organization reports staffing to be “very good.” The rest of the respondents report either “uneven” or “adequate,” averaging on the lower side of adequate. Overall importance of staffing for Web activities is very high, but effectiveness of current staffing levels is average, probably a correlation with the very high difficulty score.

FirstGov reports adequate staffing and they consider this to be of the highest importance. FirstGov considers their Web staffing level to be very effective, and dealing with this issue only somewhat difficult.

Note that this answer score is on a different numeric scale from most other answers, but the E, I, and D scores are comparable to all the others.

18. Most consider Web staff to be adequately trained.

Best-in-Web respondents				FirstGov			
Answer	Effectiveness Avg = 3.9	Importance Avg = 4.5	Difficulty Avg = 3.7	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.9	Difficulty Avg = 2.9
18. To what extent is your organization's Web staff adequately trained?							
3.8	3.9	4.4	3.3	5	5	5	3

Five of nine respondents reported their staff to be completely or mostly adequately trained. One answer score of “2” pulled the answer average down, but the corresponding E, I, and D scores were higher than average. Respondents scored training as average in importance and effectiveness, and lower than average in difficulty. The three reporting Web staff to be “completely adequately” trained give effectiveness and importance the highest possible scores, and difficulty lower than average scores. This would indicate that these larger and more distributed organizations found this and other staffing issues more difficult than did the smaller organizations.

FirstGov, a comparatively small Web management organization, considers their Web staff to be completely adequately trained, and their E, I, and D scores match exactly the scores of the others who are completely adequately trained.

19. Web staff works effectively even though some are not classified and paid appropriately.

Best-in-Web respondents				FirstGov			
Answer	Effectiveness Avg = 3.9	Importance Avg = 4.5	Difficulty Avg = 3.7	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.9	Difficulty Avg = 2.9
19. To what extent are your Web staff positions appropriately classified and at the appropriate grade for the work they do?							
3.4	3.8	3.8	3.4	5	4	5	2

Apparently, even Best-in-Web organizations see appropriate classification and grade level of Web staff as a less important issue than other Web management issues. Answers include all but the lowest possible score, and cluster in the middle. The best E, I, and D scores were from five Best-in-Web organizations who reported that their Web staff is mostly classified and graded appropriately. Overall, effectiveness scores are about average, whereas the score for importance is the lowest on the questionnaire. Difficulty

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scores are lower than average. Perhaps on this question the issue for some is money, not difficulty; since this ranks lower in importance than many other considerations, it may remain an issue for those doing Web tasks and not being compensated appropriately.

FirstGov reports that they are completely classified appropriately, and they rate this as completely important, very effective, and not very difficult.

FirstGov and the other very small staffs reported this to be not very difficult, whereas larger and more distributed organizations found this and other staffing issues more difficult.

20. Rewards to Web staff are somewhat adequate; this is the least Effective of the practices on the questionnaire.

Best-in-Web respondents				FirstGov			
Answer	Effectiveness Avg = 3.9	Importance Avg = 4.5	Difficulty Avg = 3.7	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.9	Difficulty Avg = 2.9
20. To what extent does your organization adequately reward Web staff for good performance?							
3.6	3.6	4.2	3.8	5	5	5	2

The answer score is the next-to-lowest answer score on the questionnaire, and the least effective. This means that rewarding staff for good performance is practiced less than all except appropriate classification and grading of staff positions. Seen as more important than classification and grade, it is more difficult and less effective. Is it less effective because it is not practiced more, or is rewarding Web staff seen as just not as effective as other practices in Web management?

FirstGov scores differ markedly. Again, perhaps because it is a small organization and a relatively young one, FirstGov rewards Web staff “completely,” and sees this as completely important and effective practice, which is not very difficult.

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21. Outsourcing is easy and effective for staff for some tasks, but more difficult for hardware.

	Best-in-Web respondents				FirstGov			
	Number who chose this answer	Effectiveness Avg = 4.0	Importance Avg = 4.4	Difficulty Avg = 3.4	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.8	Difficulty Avg = 3.3
21. What Web activities does your organization outsource?								
--Human Resources								
None	1							
Content design and development	7	4.3	3.8	2.7				
IT operations and maintenance	6	4.5	4.3	3.0	X			
Data and information management	4	4.0	4.3	2.3				
Help desk	4	3.7	4.0	3.3	X			
Customer service	2	4.0	4.0	2.0	X			
Content management	2	3.5	4.0	3.0				
Project management	2	4.0	4.5	3.5				
Other	2							
All	1							
Weighted Average		4.1	4.1	2.8				
-- IT resources								
None	3	3.5	3.0	3.0				
Networks	3	4.3	4.0	3.7				
Servers	2	4.5	4.0	4.0	X			
Databases	2	4.5	4.0	4.0	X			
Other	2	4.5	4.0	3.5				
Telephony	1	4.0	4.0	2.0	X			
Weighted Average		4.2	3.8	3.5				

Respondents who outsource for people for “content design and development” and “IT operations and maintenance” report higher effectiveness. Outsourcing the management of content is not practiced by most Best-in-Web organizations, since this would take the content farther out of the hands of the content owner. One respondent did not provide E, I, D scores so as to avoid possible issues with evaluation of contract performance. Outsourcing for IT hardware is less commonplace and perhaps less important.

FirstGov uses contract staff for many of the most common tasks and they outsource the core of the Web infrastructure. No E, I, and D scores were given so as to avoid possible issues with evaluation of contract performance.

22. Adequate funding ties for most important.

Best-in-Web respondents				FirstGov			
Answer	Effectiveness Avg = 3.9	Importance Avg = 4.5	Difficulty Avg = 3.7	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.9	Difficulty Avg = 2.9
22. How well funded are your Web activities?							
2.8	3.8	4.9	4.0	3	5	5	3

One organization reports funding to be “very good.” The rest of the respondents are evenly split between “uneven” or “adequate.” The average is on the lower side of adequate. Importance of funding for Web activities is tied for the highest score, but effectiveness of current funding levels is higher than average, which is surprising considering the higher than average difficulty score.

FirstGov reports adequate funding, and they consider this to be of the highest importance and to be completely effective. Funding is seen as only somewhat difficult.

Note that this answer score is on a different numeric scale from most other answers, but the E, I, and D scores are comparable to all the others.

23. Web tasks appear (or hide?) in many parts of the budget.

	Best-in-Web respondents				FirstGov			
	Number who chose this answer	Effectiveness Avg = 4.0	Importance Avg = 4.4	Difficulty Avg = 3.4	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.8	Difficulty Avg = 3.3
23. How are Web activities accounted for in your organization’s budget?								
Combination of these approaches	6	3.8	4.3	3.8				
Overhead	2	3.5	4.0	4.0	X	4	4	3
Web activities line item	2	4.0	4.0	4.0	X	4	4	3
Contract cost	1	4.0	3.0	3.0	X	4	4	3
Other	1	2.0	5.0	4.0				
Part of core mission activities	0				X	4	4	3
Cost-recovery	0							
Weighted Average		3.7	4.2	3.8		4	4	3

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Budgeting for Web work is a challenge for Web managers. Most respondents say budget dollars for Web activities are in many parts of the budget, including capital planning, contracting, overhead, specific project line items, but no one mentioned a cost-recovery area for these costs. Web managers see this as a challenge (high difficulty scores), and a practice where they are not as effective. But they are not sure to what extent this can be simplified, since Web activities span such a broad range of tasks. Content, for example, needs to be created by program offices, and to some extent they need to manage the data from these programs, so costs for these activities should be in the program budgets. Also, IT costs for networks, annual IT maintenance, and hardware and software upgrades that support Web traffic should probably be in an IT or overhead budget.

FirstGov uses several areas in the budget. The overall E, I, and D scores track the scores of the other respondents.

Where the dollars appear in the budget is probably less important, as long as funding is there to support the Web activities. (Note that funding ranks as one of the most important practices. See question 22.)

24. There are many effective approaches to identifying the kinds of Web customers you serve.

	Best-in-Web respondents				FirstGov			
	Number who chose this answer	Effectiveness Avg = 4.0	Importance Avg = 4.4	Difficulty Avg = 3.4	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.8	Difficulty Avg = 3.3
24. How does your organization identify the kinds of customers you serve on the Web?								
Customer surveys	9	4.3	4.6	2.9	X	5	5	2
Customer feedback	7	4.3	4.9	3.0	X	5	5	2
Customer registries	4	3.5	3.5	3.0	X	5	5	2
Other	3	4.3	5.0	3.3				
Cookies	0							
Weighted Average		4.2	4.5	3.0		5	5	2

All respondents use customer surveys and they find these very effective. This kind of feedback from Web customers is seen as very important and less difficult than other Web management practices. Some respondents use the American Customer Satisfaction Index, a program that collects customer feedback through pop-up surveys when a visitor spends a predetermined amount of time on a Web site or visits a predetermined number of pages. Other organizations conduct their own surveys, but ACSI provides an independent and standardized service across government and commercial organizations (for a fee). Other approaches to gathering feedback from customers are also important

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and effective, and not too difficult, for example, Web statistics, focus groups, and Neilson Net Ratings.

FirstGov uses the most widely used customer-feedback approaches, and ranks the importance and effectiveness with top scores. Difficulty is much less than average.

25. Turning feedback into improvements ties for most important and most effective practice.

Best-in-Web respondents				FirstGov			
Answer	Effectiveness Avg = 3.9	Importance Avg = 4.5	Difficulty Avg = 3.7	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.9	Difficulty Avg = 2.9
25. To what extent does your organization translate Web analytics or customer feedback into improvements to your Web sites?							
4.0	4.3	4.9	3.4	4	5	5	4

Although more difficult than merely identifying customers, most Best-in-Web organizations use this information to improve their Web sites. This is a top-rated practice in importance and effectiveness, and it addresses the PMA objective of making government Web sites more customer-centered. Customer input helps Web managers tweak their Web sites to more effectively meet customer needs.

FirstGov scores essentially parallel the answers of the other respondents.

In addition to responding to this kind of information, Web managers (and the top executives they report to) almost certainly respond to awards and reviews (such as the Brown University Center for Public Policy annual Web site review). These evaluations provide valuable insights and information that can help Web managers improve the effectiveness of their Web sites.

26. The most common approaches for gauging customer satisfaction may not be the most effective.

QUESTION	Best-in-Web respondents			FirstGov				
	Number who chose this answer	Effectiveness Avg = 4.0	Importance Avg = 4.4	Difficulty Avg = 3.4	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.8	Difficulty Avg = 3.3
26. How does your organization measure Web customer satisfaction?								
Customer feedback from “contact us” on Web sites	9	4.1	4.2	3.1	X	5	5	4
Web-based pop-up surveys	8	4.1	4.5	3.1	X	5	5	2
Customer focus groups	6	4.3	4.5	3.5	X	4	4	3
Face-to-face contact with customers at special events	5	4.4	4.6	3.2	X	5	4	4
Written or email customer surveys	4	4.0	4.5	3.3				
Customer mail	3	4.0	3.7	3.3	X	5	5	2
Other	1	4.0	3.0	3.0	X	5	5	3
Weighted Average		4.2	4.3	3.2		4.8	4.6	2.6

All respondents use feedback from Web visitors who write to the address on the “Contact Us” pages and all respondents use Web-based surveys (all but one are pop-up surveys). These specific approaches are seen as average in effectiveness. The somewhat less practiced customer focus groups and face-to-face contact with customers may be more effective. The “other” practices mentioned are Web surveys that do not pop-up, but are available should customers want to fill one out. Overall, measuring customer satisfaction is considered average in importance and perhaps a little more effective and less difficult than average.

FirstGov uses all the practices except written or email customer surveys, and the also use usability testing and Web traffic logs to measure customer satisfaction. Like the other respondents, FirstGov sees measuring Web customer satisfaction to be average in importance and perhaps a little more effective and considerably less difficult than average.

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27. Accomplishing program mission, staying on budget, and meeting Web goals are more important performance measures than Web customer satisfaction.

QUESTION	Best-in-Web respondents				FirstGov			
	Number who chose this answer	Effectiveness Avg = 4.0	Importance Avg = 4.4	Difficulty Avg = 3.4	Answer	Effectiveness Avg = 4.5	Importance Avg = 4.8	Difficulty Avg = 3.3
27. What performance measures does your organization use to evaluate Web management?								
Web-customer satisfaction	8	4.1	4.5	3.4	X	5	5	4
Executive and management satisfaction with Web presence	8	3.9	4.5	3.5	X	5	5	2
Accomplishment of Web goals	8	4.3	4.6	3.5	X	5	5	4
Staying on budget for Web projects	5	4.2	4.8	3.4	X	4	5	5
Accomplishment of program mission	3	3.7	5.0	4.0	X	5	5	4
Absence of customer complaints	2	2.5	3.5	2.0	X	5	5	3
Other	1	4.0	5.0	5.0	X	5	5	3
Weighted Average		4.0	4.6	3.5		4.9	5	3.6

Perhaps surprising is the fact that Web customer satisfaction is not the most important measure. Accomplishment of program mission (for the overall organization) appears to be the most important but most difficult measure of success, and few use this approach. More respondents use several of these performance measures to evaluate Web management, including the practices seen as the most effective. “Other” approaches to measuring Web management are anecdotes and anything else that links the Web to some aspect of overall success of the organization. The importance of measuring Web management appears to be higher than average, with only one low-scoring specific approach – absence of customer complaints.

FirstGov uses all approaches and considers this to be of the utmost importance and effectiveness, and higher than average in difficulty. FirstGov also considers Web traffic, awards, and press coverage as indicators of the success of their Web activities.