National Aeronautics and
Space Administration (NASA)

NASA Shared Services Center
Stennis Space Center, MS
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NASA Shared Services Center Plan

NSPLN-1450-0001   Revision 2.0

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NSSC WEB MANAGEMENT STRATEGIC PLAN

Responsible Office: Business & Administration Office

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Approved by:

 /s/ Rebecca S. Dubuisson
Rebecca S. Dubuisson
Director, Business & Administration Office

 July 1, 2011
Date

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Status (Basic/Revision Cancelled)	Document Version	Effective Date	Description of Change
Basic		01/01/2010	Basic Release
Revision	2.0	06/01/2011	Updated with current NSSC goals and product requirements based on input from all functional areas

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1   PURPOSE

The purpose of the NASA Shared Services Center's (NSSC) Web Strategic Plan is to define success for each of its key Web sites and outline the steps necessary to achieve that success. The strategic plan will be used to make decisions regarding content, technology, direction, governance, and organization on the Web.

2   DOCUMENT GOVERNANCE

This document will be updated no more than monthly after its release. All changes to visions and their descriptions, edits to goals and action items, and the addition or removal of content must be approved by the Customer Satisfaction & Communication Team (CS&CT) lead. The CS&CT lead is responsible for ensuring all goals and action items are appropriate and in line with the direction given by NSSC senior management.

3   NSSC INTERNAL WEB

3.1 Vision

An employee-focused internal communication tool that promotes the NSSC's commitment to unparalleled service.

3.2 Description

The NSSC Internal Web site is an informative, educational, and helpful communication tool that addresses employee work related needs and interests while recognizing their good works and superior efforts. The site communicates management's messages, promotes NASA and NSSC awareness, and shares policies, procedures, and best practices. It provides employees resources that enable them to provide unparalleled service; it is visited daily by employees and is valued as the go-to place for work-related information. The site follows all legal guidelines and NASA best practices.

3.3 Goals and Key Action Items

- Be current (frequently reviewed)
    - Add date updated to all NSSC pages
    - Remove out-of-date material
        - Use URL reports to conduct frequent reviews of all NSSC pages (report should identify all active NSSC pages)

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- o Perform daily check of homepages to ensure content for the day is relevant
- o Craft a content governance plan that is well thought out, realistic, widely disseminated, and meets the end goals of the strategic plan

- Maintain the site with information employees need and will find valuable
    - o Conduct a survey to determine what employees need to perform their jobs (links, resources, systems, etc.). Add commonly cited resources that are currently missing from the site
    - o Ensure all Agency applications are accessible
    - o Add the NASA Account Management System entry user guide to assist users with a new request
    - o Hold short workshops to discuss employee needs and wants with diverse focus groups
    - o Add Webtrends tracking to internal sites to determine sites with few visits; obtain management approval to remove unused content
    - o Add a personnel directory
    - o Add Cafeteria Menus
    - o Add Speaker's Bureau Resources
    - o Add FAQ capabilities comparable to Public Sites

- Ensure the site is viewed and read by all NSSC employees
    - o Begin Webtrends metrics reporting
    - o Point out resources and content in NSSC-wide e-mails

- Use the site as an avenue for employee recognition
    - o Utilize NSSCommunicator, Executive Director's Message, Service Delivery Recognition

- Be Well-Organized
    - o Perform usability testing with employees and reorganize as needed
    - o Remove out-of-date material
    - o Utilize NASA best practices, standards, e.g., Goddard Space Flight Center's procurement page

- Deliver Management's Message
    - o Continue Executive Director's message and increase visibility
    - o Continue staff notes and increase awareness
    - o Give Functional Managers and Service Provider leadership a forum to spread messages

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- Encourage excellence, integrity, and quality while fostering positive esprit de corps
  - Add customer feedback illustrating superior NSSC performance

- Ensure pages meet all legal requirements
  - Identify Federal and Agency best practices and regulations
  - Participate in Agency and Federal working groups
  - Utilize free Web tools to make improvements

- Communicate internal processes and procedures
  - Research and present processes for requesting system accesses
  - Post relevant templates
  - Post policies for mass communications
  - Survey IT and other functional managers to determine other processes that may need to be more clearly communicated
  - Feature internal newsletters

- Ensure Web pages are easy to manage
  - Feature a Content Management System (CMS) that provides a user-friendly WYSIWYG and that allows for cutting and pasting from Word, formats accurately, allows easy use of tables, can point to photos, and imbed videos
  - Preview documents before publishing
  - Offer a version history of documents with rollback capability
  - Provide reports of last updated dates (dates displayed on end-user page as well)
  - Can immediately publish when needed
  - Can schedule content to "Go Live" or be pulled down
  - Uses user-friendly links (and URLs)
  - Offers a broken link checker
  - Add and remove pages without IT support but retain necessary change management process
  - Features a consistent look and feel for pages, links, fonts
  - Sends reminders for reviewing documents (in the CMS and via e-mail)
  - Offers good roles/group support
  - Uses effective password/login management
  - Provides effective training
  - Minimize/eliminate service delivery's responsibility to operate in Web management systems

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4   NSSC PUBLIC SITE

4.1 Vision

A customer-focused communication tool that establishes the role of the NSSC and demonstrates the NSSC's commitment to unparalleled service.

4.2 Description

The NSSC public site is an introduction of the NSSC to the general public that provides a broad overview of our organization, our customers, and the services we provide. It enhances the understanding of the Shared Services business model. The site hosts easily accessible detailed information and is easily navigated; it functions as an effective launching pad into our Customer Service Portal and other NASA pages. The public site provides a positive first impression of the NSSC and effectively functions as the face of our organization. The site provides "Tier-0" service to prospective employees. The NSSC public site follows all legal guidelines and NASA best practices.

4.3 Goals and Key Action Items

- Ensure the page is an effective gateway to NSSC services
    - Focus on the Customer Service Portal
    - Feature a description and outline of all services
    - Organize content so that it is focused on the customer

- Ensure accurate, valuable, and timely content
    - Establish routine content reviews and hold responsible parties accountable
    - Increase the visibility of Web update information on the page

- Improve usability
    - Perform usability testing with a variety of individuals – act on the results

- Educate the public on the NSSC
    - Add links to articles and materials that outline the NSSC's role within NASA and illustrates its achievements

- Educate the Public on the Shared Service Business Model
    - Add links to articles and materials that outline and describe the Shared Services model and its benefits to an organization

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- Increase visibility on public search engines
  - Attend Search Engine Optimization (SEO) training and apply best practices
  - Ensure knowledge articles are appropriately titled and cataloged by private search engines (Google, Bing, etc.) and NASA.
  - Review Analytics reports to determine Search Engine effectiveness

- Increase visibility on NASA Web sites
  - Identify targets on Center and Agency pages that would be ideal for links to the NSSC
  - Contact Agency and Center POCs to petition the inclusion of NSSC links
  - Provide Centers the opportunity to place NSSC FAQ widgets and Twitter widgets on their sites

- Ensure pages meet all legal requirements
  - Identify Federal and Agency best practices and regulations; perform a survey to identify weaknesses; make changes (solicit support from the IT team when needed)
  - Participate in Agency and Federal working groups
  - Ensure content management meets records requirements – (archived versions with time stamps for publication)

- Ensure NSSC content is accessible through popular and commonly used Web resources
  - Ensure high rankings via Google and Bing
  - Develop a sound social media presence
    - Create widgets for Facebook and Twitter on NSSC pages
    - Make content/FAQs available via Facebook/Twitter
    - Allow users to easily share NSSC content via social media accounts

- Ensure NSSC pages are easily accessible via mobile devices
  - Ensure all portal pages are Smartphone ready
  - Ensure FAQs are Smartphone ready

- Ensure Web pages are easy to manage
  - Feature a CMS that utilizes a user-friendly WYSIWYG that allows for cutting and pasting from Word, formats accurately, allows easy use of tables, can point to photos, and imbed videos
  - Preview documents before publishing
  - Offer a version history of documents with rollback capability
  - Provide reports of last updated dates (dates displayed on end-user page as well)
  - Can immediately publish when needed
  - Can schedule content to "Go Live" or be pulled down

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- o Uses user-friendly links (and URLs)
- o Offers a broken link checker
- o Add and remove pages without IT support but retain necessary change management process
- o Features a consistent look and feel for pages, links, fonts
- o Sends reminders for reviewing documents (in the CMS and via e-mail)
- o Offers good roles/group support
- o Uses effective password/login management
- o Provides effective training
- o Minimize/eliminate service delivery's responsibility to operate in Web management systems

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5   NSSC CUSTOMER SERVICE PORTAL

5.1 Vision

A customer-focused communication tool that addresses customers' needs and demonstrates the NSSC's commitment to unparalleled service.

5.2 Description

The NSSC Customer Service Portal is a clear and accurate tool that is easily navigated and valued by NSSC customers. The portal can be used to initiate NSSC services, locate answers to customer questions, access metrics and official documents, and locate high level, customer focused process descriptions. The portal provides unparalleled "Tier-0" service that reduces Customer Contact Center (CCC) inquiries and increases customer satisfaction. It also provides a venue for communities to share pertinent knowledge in a secure environment and provides a wealth of specific information for each functional area. It also educates customers on the shared services business model. The portal follows all legal guidelines and NASA best practices.

5.3 Goals and Key Action Items

- Expand "Tier-0" offerings
    - Implement dynamic FAQs
        - Ensure Web environment allows for the inclusion of FAQ widgets
        - Ensure reporting allows for analysis of what FAQs end users are accessing
        - Allow end users to rate and comment of FAQs
        - Allow end users to print, e-mail, and share FAQs via social networks
        - Dynamically suggest related FAQs to end users
    - Implement a robust site search that catalogs all of the NSSC's Web resources: TechDoc, HTML, and FAQs
    - Check action status/initiate an action

- Maintain a look and feel that is consistent with NASA
    - Use Agency-wide solutions when possible
    - Model non-Agency-wide solution after the Agency look and feel
    - Ensure a synergy exists with all NSSC pages (Enterprise Service Desk / Customer Service Portal should have a similar look and feel when practical)

- Ensure pages are focused on customer needs
    - Ensure each page contains the process steps

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- o Ensure each service identifies and addresses its top tasks
- o Write pages to map out processes step-by-step – ensure the page is a starting point (every process should have the option to begin on the service homepage)
- o Web forms should be used and available when possible (i.e. Retirement Application Request); processes utilizing these forms should be automated
- o Offer forms and templates
- o Ensure process documents are easily found
- o Explain in a more basic level what services the NSSC provides
- o Keep contact information
- o Keep activity specific information
- o Feature Metrics and performance and utilization reports
- o Keep/increase audience-specific resources (Grants Status, Vendor Payment Information, etc.)
- o Keep popular status reviews in the community sections
- o Dynamic view of applications

- Ensure accurate, valuable, and timely content
    - o Establish routine content reviews and hold responsible parties accountable
    - o Increase the visibility of Web update information on the page
    - o Craft a content governance plan that is well thought out, realistic, and widely disseminated
    - o Hold semi-monthly content manager meetings to assist with the promotion of best practices
    - o Provide a content management system that is robust and easy for Content Managers to use
        - Includes a WSYIWIG that allows for easy cutting and pasting, spacing, bullets, fonts, font colors, bold, underline, links, e-mail links, photos, graphics, etc
    - o Reduce errors by utilizing a Content Management System that provides Content Managers a realistic preview of content prior to publishing
    - o Ensure page owners are indentified in the Content Management System; reporting capability should show the owner and the page last updated information
    - o Ability to schedule the publishing and removal of content and receive notification of content expiration

- Improve usability
    - o Perform usability testing with a variety of individuals – act on the results
    - o Improve site search feature
    - o Improve Frequently Asked Question (FAQ) feature
    - o Write pages to be search friendly

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- o Utilize Session Cookie Metrics tracking to perform case studies
- o Ensure "www" is not required for our pages
- o Create URL addresses that are short and easy to remember
- o Ensure metrics and documents are easily located using dynamic search
- o Create more HTML content instead of relying so heavily on PDF content (create a synergy with Tech Doc librarians in functional areas)
- o Ensure the site is high performing (load time) for pages and attachments
- o Pages should allow content managers to add/remove section titles
- o Pages should allow content managers to upload attachments
- o Utilize an automated Site Index
- o Implement easy to create page layout options
- o Use eAuth TechDoc and communities (all logins) or utilize a password vault for non-eAuth applications
- o Economize space

- Ensure pages meet all legal requirements
  - o Identify Federal and Agency best practices and regulations; perform a survey to identify weaknesses; make changes (solicit IT support when needed)
  - o Participate in Agency and Federal working groups

- Add "pizzazz" and a "Wow Factor" to NSSC sites
  - o Utilize more media
  - o Feature flash and other common industry practices
  - o More graphics/icons (as navigation aids)
  - o Add chat/video conferencing capabilities (Skype)

- Reduce CCC Inquiry Volume
  - o Identify reoccurring inquiries that have potential "Tier-0" solutions by pulling Remedy reports
  - o Interview CCC personnel
  - o Sit in with the CCC and shadow customer service representatives
  - o Promote the Web site as an alternative point of reference (develop a communication plan geared toward a get the word out campaign)

- Improve the quality of Web content
  - o Hold routine meetings with Content Managers to hear concerns, suggest best practices, and brainstorm ideas
  - o Write each page in plain language (hold a workshop and present material)

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- Conform to mainstream best practices
    - Minimize usage of PDF documents and create more HTML content
    - Analyze award winning Web sites (government and private industry) for reoccurring practices
    - Investigate the usage of the current Web content system and explore alternatives to ensure the NSSC is using up-to-date and easy to use software
    - Increase use/visibility of social media
- Personalize the NSSC Web Experience
    - Offer the ability to customize the customer experience to focus on identified needs
    - Allow for end users to review knowledge articles they have previous viewed and commented on
    - Allow end users to follow an FAQ; updates can be sent when content is changed
    - Allow for single sign on/pass through authentication for Board of Directors (and other communities
- Use the Web as a Measurement for Change Management Success
    - Measure visitors by Center
    - Include a Guestbook

- Ensure Web pages are easy to manage
    - Feature a CMS that utilizes a user-friendly WYSIWYG that allows for cutting and pasting from Word, formats accurately, allows easy use of tables, can point to photos, and imbed videos
    - Preview documents before publishing
    - Offer a version history of documents with rollback capability
    - Provide reports of last updated dates (dates displayed on end user page as well)
    - Can immediately publish when needed
    - Can schedule content to "Go Live" or be pulled down
    - Uses user-friendly links (and URLs)
    - Offers a broken link checker
    - Add and remove pages without IT support but retain necessary change management process
    - Features a consistent look and feel for pages, links, fonts
    - Sends reminders for reviewing documents (in the CMS and via e-mail)
    - Offers good roles/group support
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Appendix A: Product Requirements for Future Procurement

- A robust WYSIWYG that allows for easy spacing, bullets, fonts, font colors, bold, underline, links, e-mail links, photos, graphics, etc.
- Content management meets records requirements – (archived versions with time stamps for publication)
- Easy to use broken link reports
- Environment allows widgets (social media, SaaS providers, etc.)
- Realistic preview of content before publishing
- High performance (load time)
- More flexibility on adding and removing section titles
- Capability to upload/attach documents
- Secure sign on capabilities (Communities and NSSC Information Center pass-through authentication)
- Capability to utilize current site search
- Maintain standard look and feel utilizing a new template
- Capable of rotating images/text instead of quadrant messages (e.g., ESPN.com)
- More control over URLs – consistent with current URLs
- Automated site index
- Reporting that shows active pages with uptime, who can access CMS for the page, last updated, etc.)
- Web form functionality
- No gaps with current automations
- Content Management that can accept our current business rules
- Ability to schedule publishing and removal of outdated content
- Notification of expired content
- Easily created flexible layout options
- Potential for guestbook and subscription to a page or resource
- Ability to only push updated parts of site instead of having to push the entire site
- Ability to copy portlets
- Ability to track last updated date listed with the portlets and pages so we can know the last time the section was updated
- Ability to reverse pushes within the portal (currently we depend on saving the file down before pushing)
- There should be some type of generic portlet that can hold various things; i.e., there are going to be different portlet types e.g.. FAQ, web connector etc., but we should do more in one portlet type.

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Questions for Vendors

- What languages are supported for doing custom development in this product's portal environment?
- What training courses are available for getting our developers up-to-speed on the skills they will need to re-develop our existing code in these languages?
- What courses are available for our System Administrators and DBAs for setup, configuration, maintenance and tuning of this product?
- What capabilities are there for bulk-uploading our current content into the new content management system?
- How does the product support migrating changes from Development, Test, and Production environments
- Minus the custom re-coding that our development team will need to do and the prerequisite developer/SA/DBA training
- What is an expected installation/configuration timeframe for standing up a new portal instance in a single environment containing 100 or so pages of 5-7 portlets apiece?

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Appendix B: Acronyms

Acronym	Description
CCC	Customer Contact Center
CMS	Content Management System
CS&CT	Customer Satisfaction and Communications Team
FAQ	Frequently Asked Question
IT	Information Technology
NSSC	NASA Shared Services Center
SEO	Search Engine Optimization
WYSIWYG	What You See Is What You Get