

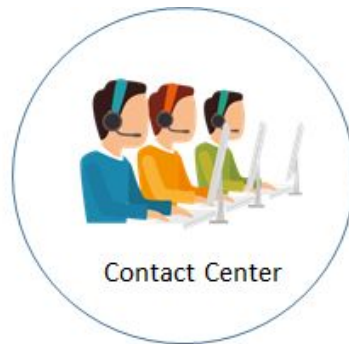
# HUD Center of Excellence (CoE) Overview

The Centers of Excellence is an office set up by the General Services Administration (GSA) to manage a variety of centers of excellence on behalf of the White House's Office of American Innovation.

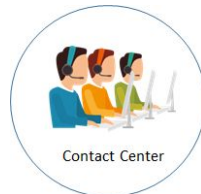
## Centers of Excellence Mission

*The Centers of Excellence (CoE) mission is to accelerate IT modernization by leveraging private sector innovation and government services while centralizing best practices and expertise.*

## The Four Centers of Excellence



# HUD Center of Excellence (CoE) Overview



## Customer Experience COE Mission

*The Customer Experience COE's mission is to develop a better understanding of customer needs and helps translate those findings into actions.*

## Contact Center COE Mission

*The Contact Center COE's mission is to support **enterprise-wide contact center transformation** at HUD to improve **citizen experience** and **operational efficiency**. Through recommendations on best practices, emerging technologies, and contact center shared services, we aim to revitalize the role of HUD's contact centers in ensuring access to affordable housing while maximizing the impact of taxpayer dollars.*

## Approach

1

### Analyze HUD Current State

Undertake a rigorous assessment of HUD's customer experience, contact center operations, and common pain points, leveraging HUD personnel and relevant artifacts

2

### Identify and Apply Best Practices

Research to inform future state vision that incorporates best-in-class components from government and the private sector

3

### Develop Tailored Recommendations

Apply research and analysis to develop HUD-focused recommendations for enterprise-wide customer experience and contact center transformation

## Goals

### Improve customer experience

- Provide HUD customers with timely, accurate, and consistent information across channels
- Identify program opportunities and improve data-driven decision making by capturing customer insights
- Enable program office employees to focus attention on providing high-value service for complex inquiries

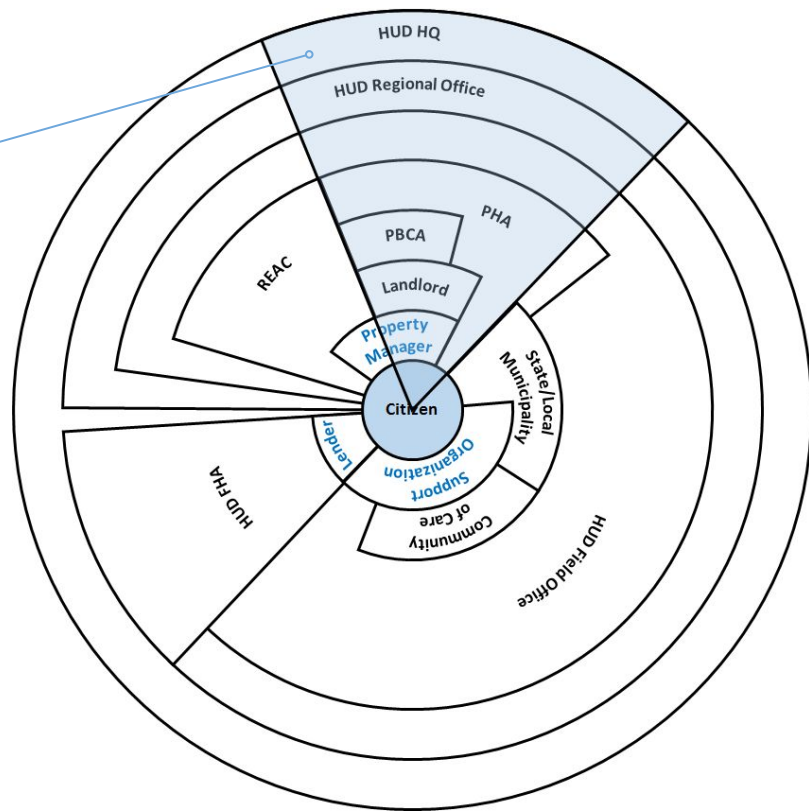
### Maximize HUD's efficiency

- Leverage emerging technologies and a knowledge management database to handle basic inquiries
- Generate cost savings by shifting general inquiries to lower-cost channels
- Identify opportunities to leverage common contact center tools across HUD
- Apply best practices in all HUD contact centers through standardized processes, systems, and measurements

# Affordable Housing Journey for Seniors: Bellwether for System-wide Opportunities

Using human-centered design (HCD) research methods, the CoE team conducted over 50 interviews with a **cross section** of HUD customers - including very low income seniors and intermediaries.

The findings of this research represent common challenges all citizens and intermediaries face in navigating HUD programs.

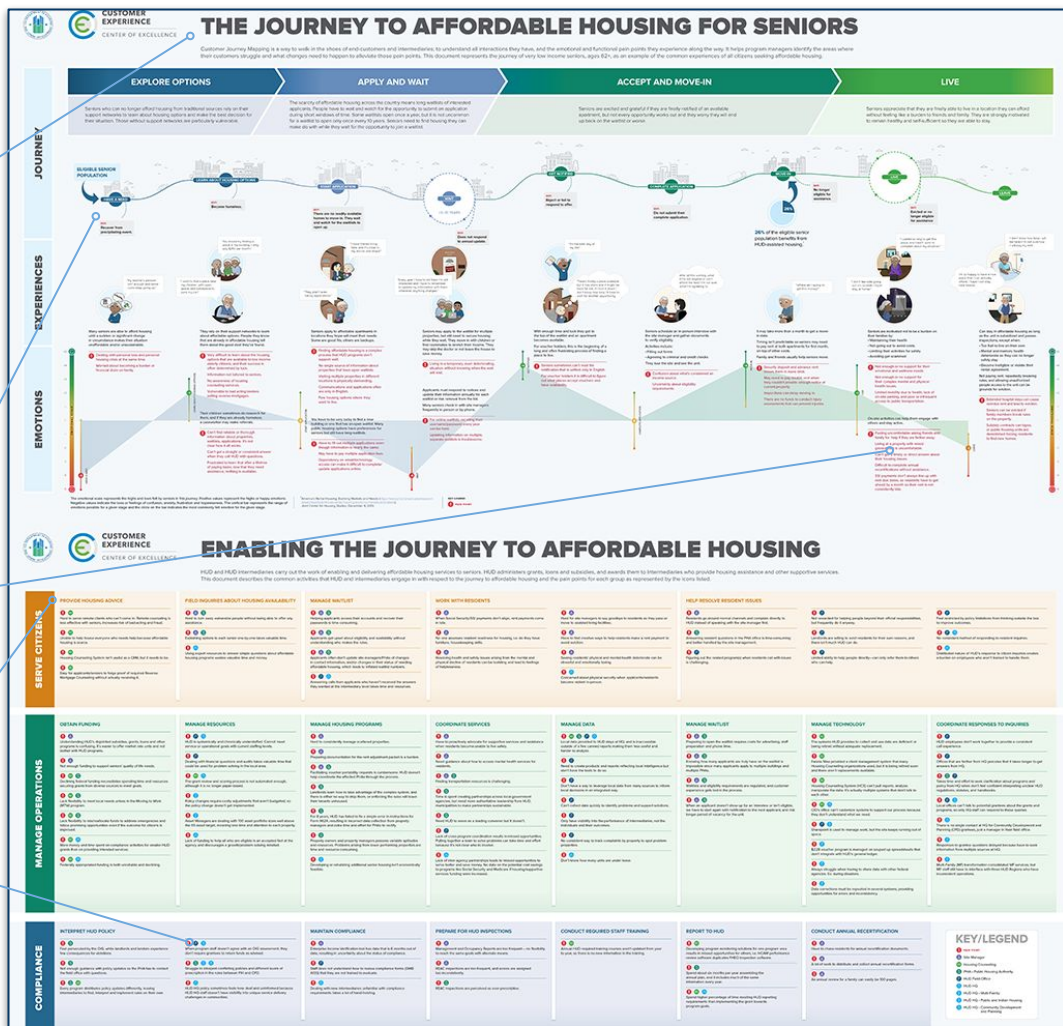


# Walking in the Shoes of HUD Customers

This **journey map** resulted from interviews with citizens and intermediaries in the Washington, D.C. metro, Baltimore, Philadelphia and Los Angeles.

The map depicts the **activities** and **pain points** of citizens seeking and residing in affordable housing.

The chart underneath presents the **primary functions** and **activities** of intermediaries and their related **pain points**.



# Customer Perceptions of HUD

Our research revealed what citizens and intermediaries are seeking from HUD:

←

*“A source of reliable support and trusted information to help me navigate my housing uncertainty”*

→

*“A unifying force that champions effective solutions and empowers partners to deliver their mission with focus”*



# Proposed Opportunities for CX Improvement

	Citizen Impact		
	Low	Medium	High
<b>High HUD Effort</b>		<ul style="list-style-type: none"> <li>• Enable data-informed decisions</li> <li>• Modernize legacy systems with a focus on serving intermediaries</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a centralized contact center with an enterprise-wide knowledge base and CRM</li> <li>• Create easy ways to search for properties based on specific criteria important to citizens</li> <li>• Create a common application for affordable housing</li> <li>• Build a portal for submitting applications electronically</li> <li>• Automate annual recertifications</li> </ul>
<b>Medium HUD Effort</b>	<ul style="list-style-type: none"> <li>• Establish a cross-program change management process</li> </ul>	<ul style="list-style-type: none"> <li>• Unify HUD policy, regulatory, and guidance updates</li> <li>• Provide dashboard-building tools to intermediaries</li> <li>• Standardize and simplify inspections</li> <li>• Define minimum levels of compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Convene and facilitate holistic services for citizens</li> <li>• Establish a Voice of the Customer (VoC) practice</li> <li>• Increase awareness of HUD programs for citizens and intermediaries</li> <li>• Support flexibility in making rent payments</li> <li>• Assess applicant readiness for housing</li> </ul>
<b>Low HUD Effort</b>		<ul style="list-style-type: none"> <li>• Launch a collaboration network for sharing best practices</li> <li>• Create and provide visualizations of struggling properties, citizens, and geographies</li> </ul>	<ul style="list-style-type: none"> <li>• Develop omni-channel approach for delivering customer-focused content about HUD resources</li> <li>• Provide all communications and forms in the preferred language of the applicant/resident</li> </ul>

# Phase I Outcomes

Our research into the affordable housing journey yielded these outcomes:

1. **Illustrated the journey** of people experiencing HUD services.
2. **Identified opportunities and potential solutions** for the Office of Customer Experience to start exploring.
3. **Demonstrated a human-centered way of working** at HUD that improves customer experience and operational efficiency.

# HUD Future State Vision for Customer Experience

Connect across all program areas

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unlocking the magic that exists  
across all silos

to more effectively and efficiently

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with less effort and greater impact  
for HUD and its customers

deliver better outcomes

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improved customer satisfaction and  
better alignment with HUD's core  
mission

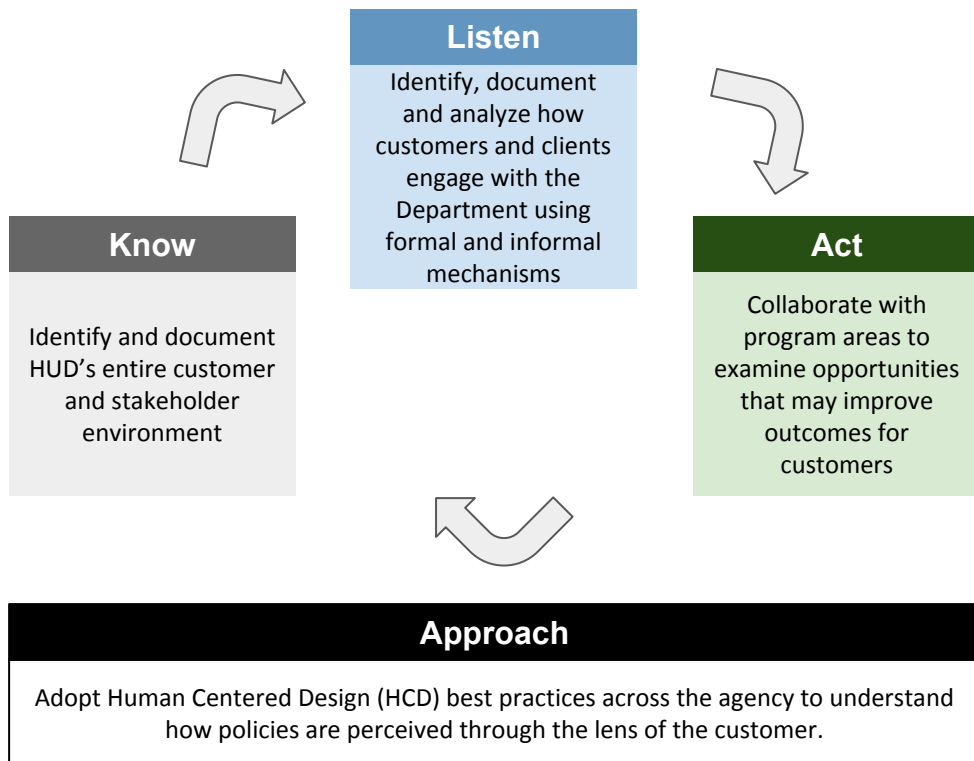
with empathy for customers.

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with deep and respectful  
understanding of customer needs



# Achieving Future State Vision for Customer Experience



## Human Centered Design (HCD)

- Focus on understanding the needs of customers interacting with a product or service
- Involves the customer in the design process
- May include mapping the customer's journey with activities, pain points and emotions
- May include preparing a service blueprint to understand the key functions and pain points of backend support
- Employs an iterative 'design thinking' approach to discover, design, prototype, test, and implement