Department of Housing and Urban Development

Department-wide Customer Experience Efforts

2020 Action Plan

Federal Customer Experience

US **BY THE PEOPLE
FOR THE PEOPLE
WITH THE PEOPLE**

Who are we?

OMB Circular A-11 Section 280 guidance requires identified High Impact Service Providers (HISPs) like HUD to create an annual customer experience (CX) Action Plan to improve customer experiences.

Several resources were used as input for this Action Plan:
- The Customer Steps and Pain Points are informed by work completed in Phase I of the HUD engagement with the GSA Centers of Excellence (CoE), specifically the senior journey map.
- The Actions or Initiatives outlined are based on findings from Phase I CoE research. These Actions also align to planned Phase 2 CX CoE activities.
- The Service Improvement and Capacity Building success stories are pulled from on-going CX work within HUD.

Over the past year, HUD has identified our five major interconnected services and need-based customer groups with an intended plan of improving upon customer service capabilities.

Key Initiatives for HUD in the 2020-2022 timeframe include:
- Establishing governance to institutionalize Customer Experience practices at HUD.
- Create a Voice of the Customer listening practice.
- Develop baseline CX performance measures so that HUD can track progress against CX initiatives.

How do we deliver value to the public?

Occasion	→	High-Impact Service	→	Offering

Occasion	High-Impact Service	Offering
Low income families, the elderly, or persons with disability seek to identify and secure affordable housing.	HUD.gov provides information on accessing services to affordable housing programs. HUD helps households discover where to find local Public Housing Authorities, Housing counseling grantees that manage HUD/Veterans Assistance Supportive Housing Vouchers, and other offerings.	Approximately 1.2 million households are living in public housing units, managed by HUD.
• Lenders seek increased access to single family, multi-family, and healthcare borrowers while reducing risk • Borrowers seek low down payment, access to credit and HUD/FHA oversight	• Homebuyers can use HUD.gov or FHA.gov for access to FHA lenders and program guidance. HUD/FHA approves lenders to provide access to FHA insured loans. • Lenders will access FHA Connection to provide FHA-approved lenders and business partners with direct, secure online access to real-time data for loan origination and servicing.	In 2019, FHA served approximately 8.1M homeowners with single-family insured mortgages.
• A tenant or potential homeowner experiences housing discrimination • A member of city government who works for the local Housing and Community Development office discovers constituents have been subject to unfair housing practices	• HUD provides an online housing discrimination complaint form, a national discrimination complaint hotline, regional office discrimination hotlines, and complaint email addresses for each region on HUD.gov • HUD provides guidance documents for various audiences on interpreting the Fair Housing Act and various civil rights statutes and regulations	Redress when rights are violated.

Where could we improve?

Steps →	1: Exploration of Options	2: Application and Waiting Period	3: Acceptance, Move In, and Live
Customer Steps Name and describe the main steps that a person takes to use the service, left to right, start to finish.	A renter seeking affordable housing learns of housing options, visits HUD.gov, and locates their local PHA or housing counselors.	A renter begins their application for several properties at which they will then be placed on the waiting list.	A renter receives documentation, schedules interviews, identifies units, and sets up a move-in date.
Pain Points Describe the highest priority problems to solve	Information is at times hard to access for individuals that are low-income.	Renters may wait for years before an application window opens.	• Poor communication with residents and potential residents. • Lack of metric in place to capture quantitative, operational, and qualitative data.

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?
HUD observed the need for an enterprise-level method of gathering objective, real-time data about customer experiences to make better data-driven decisions going forward.

Desired future state?
Build an enterprise CX operating and governance structure to solve service delivery problems with the customers at the center of the solution and equip and inspire employees at all levels to act in customer-obsessive ways.

Any measurable indicators and targets?
- Increase the number of agency strategic plan projects that use Human Centered Design methods by 3 projects a year in 2022
- Improve HUD CX Trust Scores by 3% by 2022

Approach

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

Process, methods, and expertise?
- HUD will develop a "Voice of the Customer" listening strategy to help program offices collect and analyze data on customers.

Timeline, stage gates and dates?
- FY20/21 VoC Pilot launch and requirements development for an agency wide VoC tool
- FY22- Development of a listening strategy and Enterprise VoC launch

Deliverables being produced?
- Piloted Listening Practice, including Strategy, SOPs and metrics
- Requirements for an agency-wide Voice of the Customer tool to support vendor selection

Resources

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

Who is responsible?
- HUD Office of Chief Financial Officer
- Customer Experience Officer

Who is contributing to the project?
- Office of the Chief Information Officer
- HUD Program and field offices

What are we proud of this year?

Service Improvement

Who is the user and what was the problem?
Research in 2019 revealed that HUD customers had difficulty navigating the HUD website to locate services. Additionally, we did not have comprehensive baseline data on the experience using our websites.

What did you build / improve? What does it do for the public or how you deliver your mission? What was the resulting impact?
We've prototyped a website that provides links to additional information to match individual situational needs. We learned that our website is more organized around our own internal organizational structure, rather than actual user life events / occasions causing them to visit the site.

HUD has also embedded Touchpoints surveys on various channels to begin to measure the customer experience of those who visited the HUD website. This is still an initiative in process on a small scale, but is helping to inform future listening practice development.

We'll continue to build and iterate on what we're learning to improve our online front door.

Website can be visited by visiting this link or going to www.hud.gov/customer_experience.

This prototype service helps visitors navigate the site and direct them to HUD Services

What are we proud of this year?

Service Improvement

Who is the user and what was the problem?
2.3 million low-income families eligible to participate in HUD rental assistance programs can participate in the Lifeline program to access a monthly benefit to for purchasing certain phone or internet services.

For decades, validating an applicant's eligibility for the Lifeline program could be a cumbersome paper-based process. Before HUD partnered with the Federal Communications Commission (FCC) and (Universal Service Administrative Company) USAC, residents had to go through several steps to prove and keep their eligibility for the Lifeline benefit.

What did you build / improve? What does it do for the public or how you deliver your mission? What was the resulting impact?
HUD entered into a Computer Matching Agreement with the FCC and USAC to streamline eligibility determinations through the National Verifier program. Computer Matching Agreements reduce paper eligibility requirements, agency operational costs, and increase accuracy and efficiency

HUD's partnership with the FCC and USAC has resulted in more than 153,400 successful matched requests for consumers checking or confirming their own Lifeline eligibility via the National Verifier. As of June 2020, there are nearly 46,000 active Lifeline subscribers in the program whose eligibility was confirmed via the HUD connection.

A more detailed description of this initiative can be found here.

Capacity Building

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

What was the new action taken capability and it's goal or purpose?
The Customer Experience Advisory Board was established in October 2019 and is designated to support the centralization of the customer, stakeholder, and employee experience. The Board engages leadership representing each program area to create agency-wide buy-in for CX and to breakdown siloed thinking within organizations.

What was the resulting impact? Include numbers whenever possible.
The CX Advisory Board promotes teamwork that ensures problems are viewed and solved holistically rather than in silos with an emphasis on mission objectives. This Board is a practice critical to ensuring CX initiatives incorporate program goals with customer experience in mind.

What are we proud of this year?

Service Improvement

Who is the user and what was the problem?
After the Puerto Rico earthquake (DR-4473) on December 28, 2019, 402 public housing families were displaced from their residences.

What did you build / improve? What does it do for the public or how you deliver your mission? What was the resulting impact?
HUD's local Field Office Director and staff worked with PHA to expedite the Demolition/Disposition Application process to provide displaced families with Tenant Protection Vouchers, allowing more than 402 families to be permanently rehoused.

Any lessons for other agencies?
When HUD collaborates effectively with its intermediaries and adapts existing processes to meet demands of the moment, it can deliver services to customers that exceed expectations.

Capacity Building

Who is the user and what was the problem?
Despite the same expectation of housing quality, HUD programs currently inspect housing using different evaluative methods and criteria. Technology can be introduced to standardize the inspection process.

What did you build / improve? What does it do for the public or how you deliver your mission? What was the resulting impact?
This solution required that HUD address regulatory and technology challenges by consolidating and aligning inspection standards to develop a National Standards for the Physical Inspection of Real Estate (NSPIRE) of which is currently in testing.

Any lessons for other agencies?
It is important for agencies to identify the policy, processes, and technological changes that are needed to create the Biggest impact and value throughout the customer chain.