

Case Study - HUD Contact Center Business Process and Quality Improvement

Introduction

wide variety of programs and services to promote adequate and affordable housing. HUD business lines have established their own methods to ensure that the need in order to make appropriate use of these programs. A number of HUD business lines have established to aid customer care. The number of contact centers grew from 10 to 15. HUD business partners, and the general public, as there was never a management recognized the need for an improved and more coordinated overall approach to customer care delivery. Key focus areas for HUD were provided to the public.

Pyramid was selected by HUD to perform a Business Process and Quality Improvement project. The project focused on business processes, and technology with HUD's strategic goals. With the involvement of dedicated HUD and Pyramid personnel, the engagement achieved its goals:

- advanced inquiry handling and tracking technologies
- improved customer service performance

Ensuring Quality Services

To ensure the success of this project, Pyramid was required to develop a strategy for customer care business processes, and developed a strategy for superior services.

Vital Statistics

Organization:

U.S. Department of Housing and Urban Development (HUD)

Quick Facts:

- Business Process Management
- Customer Service Management
- Decision Making

Business Partner:

Pyramid Systems, Inc.

Web Site:

www.hud.gov



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This project consisted of four major components:

1. Project Mobilization (familiarization with the current customer care services and stakeholders)
2. Business Diagnosis (fully understanding and documenting as-is processes, technologies, and organization)
3. Process Direction (analyze and determine ideal processes and define gaps between the ideal state and current state)
4. Recommended Solution (develop implement able solutions, business cases and knowledge transfer)

Pyramid ensured a streamlined quality customer care solution by:

- Identifying short-term and longer-term changes to HUD's business processes that improved the speed and quality of HUD's response to toll-free calls from varied types of customers (the general public, grantees, lenders, etc.).
- Identifying the foundations of a technological infrastructure that enabled seamless handling of calls and tracking of response data without physically relocating call centers or field offices.
- Identifying cultural obstacles to success and proposed means to achieve the necessary collaboration and focus on results.
- Proposing a prioritized approach to improve HUD's response to customer calls.
- Developing a business case and recommended solutions for the implementation of a strategy designed to improve HUD business processes, technological infrastructure, and management systems.
- Producing well-documented information and recommendations for improving the efficiency and quality of HUD's customer care business processes.

Pyramid supported all of these efforts with a select group of professionals focused on ensuring the quality of services and solutions. The engagement team consisted of management personnel, quality professionals, business process consultants, and contact center technology experts. By staffing the team with knowledgeable subject matter experts and providing the staff with opportunities to experience different aspects of the various call center operations, Pyramid ensured an engagement outcome meeting or exceeding HUD expectations.

Benefits to HUD

Pyramid was able to redefine and streamline HUD's customer care processes while improving the quality of the customer care delivery function, allowing HUD to meet its strategic goals.

This resulted in:

- Enabling HUD's customers to contact HUD by their preferred method and reach the proper resource with minimum transfers or disruption.
- Enabling the HUD customer care representatives to respond to contacts and interact with each other in a seamless manner without having to bother the customer with repeated questions and to provide the ability to follow-up quickly to more complex customer questions requiring research and follow-on interactions.
- Providing HUD management with the ability to monitor the timeliness, effectiveness, and overall quality of HUD contact centers.