

# CX & TRUST:

## EXPLORING THE RELATIONSHIP THROUGH USE CASES

With trust in government [remaining low](#) for the past decade, agencies need to elevate customer experience (CX) to win back confidence. But figuring out how to improve trust isn't easy.

How can CX benefit your organization? How can you overcome barriers to improving CX? And how does offering a positive experience affect constituent trust? Experts from industry and government tackled the topic during a recent GovLoop webinar titled ["CX & Trust: Exploring the Relationship Through Use Cases."](#)

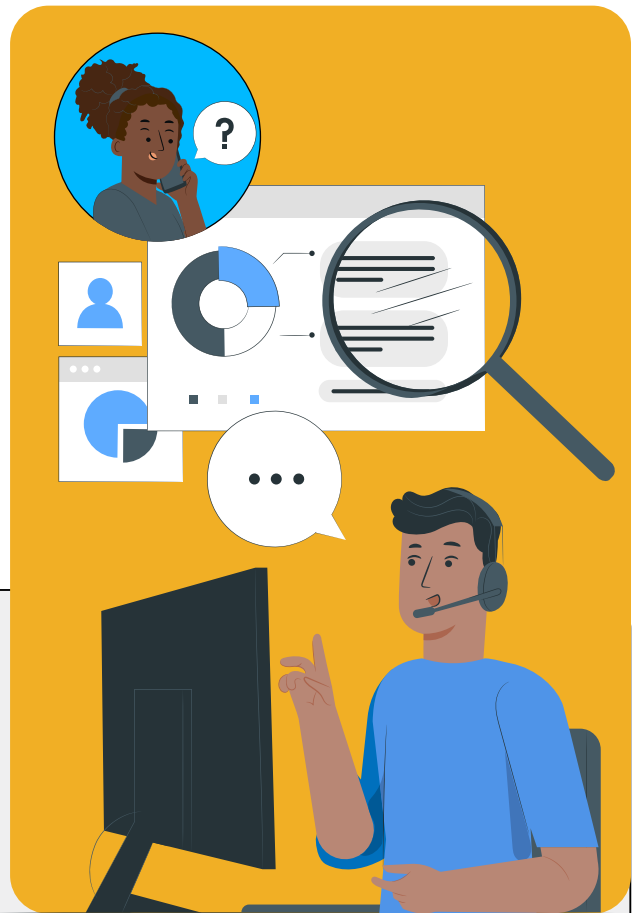
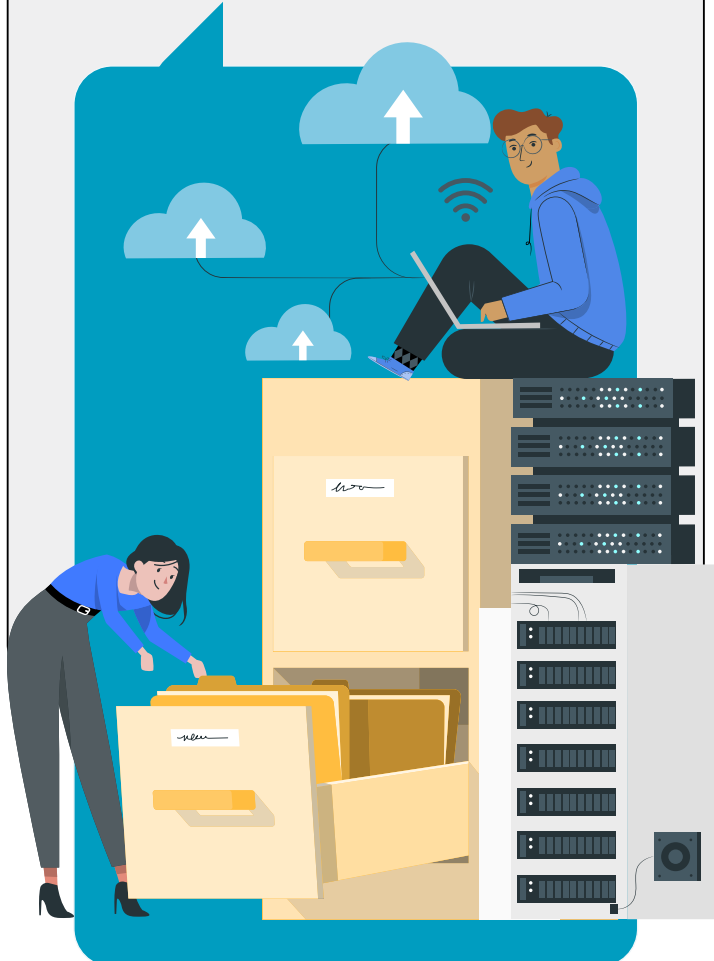


## ADDRESS UNDERLYING SYSTEMS

To build trust, agencies must understand what information constituents want and need from them and have visibility into the data that supports it. However, that presents a challenge, said Jessie Posilkin, Technical Lead at the General Services Administration's Technology Modernization Fund, considering that agency systems often are very outdated.

"How do you get the underlying systems to be able to manage that data, share that data as appropriate?" Posilkin said. To that end, agencies need to "move off of some of these legacy systems...in order to move to newer systems."

The effort to address the underlying systems becomes especially important as agencies look to adopt AI in support of CX. "If you don't have cloud infrastructure, if you don't have data that's all ready and platforms that are ready for 2024, let alone 2025, it's really hard to fathom how you move beyond that and get to the cutting edge — where you need to be," she said.



## LOOK BEYOND THE POINT OF INTERACTION

It's common to try to elevate CX by looking at the immediate point of contact with the constituent. But that's just the tip of the iceberg, said Taylor Linke, Director of IT Innovation and Customer Experience Administration at the Washington State Health Care Authority.

That single point in time "doesn't account for everything leading up to when that customer reaches out to us," Linke said. It doesn't recognize "any of the unique experiences they may find themselves in when they're trying to find a benefit or a program or a service that we offer."

As a result, Linke is widening the aperture at her administration, working toward "a broader, more whole perspective of those we serve and the needs they have," she said. This in turn "allows us to take into account how we may need to tailor those needs in order to best meet their expectations."



## PUT THE USER FIRST

At the Colorado Governor's Office of Information Technology, "we're looking at customer experience [through] multiple lenses so that we can understand what does partnership look like and how do we truly solve the right problem?" said Chief Customer Officer William Chumley.

Primarily, that means considering user-centered design and really putting the user experience first, he said. Rather than looking only at efficiency and cost savings, "stepping back and taking that user-centered approach would help because [otherwise] you don't know if you're solving the right problem," Chumley added.

Before trying to adjust systems in support of CX, it makes sense to engage with the end user, "asking the question or trying to figure out what [the] problem is you're actually working to solve," he said. "It makes such clear sense."

## FIND NEW WAYS TO LISTEN

Sometimes the biggest challenge to improving CX lies in "getting customers to tell you what's wrong, to tell you what's not working," said Shanita Harrison, New Mexico's Deputy Chief Information Officer.

Knowing how best to hear your constituents' voices as you're looking to make CX improvements requires "innovative ways to listen," she said.

That may mean "implementing surveys and asking [customers] directly, but also some indirect ways of seeing," she said, such as "looking at data, looking at customer trends and where they're getting stuck or not getting stuck on your applications or your products."

"New and creative ways to listen to your customers... can really help to build that trust — and for them to be able to tell other people as well," Harrison said.



## LEVERAGE AI/ML

AI and machine learning (ML) have proven transformative already, and that impacts CX, said Granicus Chief Product Officer Bob Ainsbury.

The ability to embrace these new capabilities will define agency success. Within a few years, there will be two classes of agencies: "Those that embraced AI and ML... in some form or other to fuel their digitization efforts [and those] that have fallen woefully behind," Ainsbury said.

In terms of CX, AI/ML will drive the analytics that empower forward-looking agencies to better meet constituent needs.

In the past, "you might go to an analyst and say, 'Can you build some charts and put [them] into a dashboard?'" Ainsbury said. Today, AI and ML are "transforming how people get access to data, how they can improve their interactions, and do it in near real time."

Agencies that train their staff to use these capabilities will be best positioned to meet rising CX expectations, he said.