



Department of Veterans Affairs

Senior Executive Biography

Denise Kitts

Executive Director, Enterprise Measurement and Design, Veterans Experience Office

Ms. Denise Kitts assumed her current duties in July 2022 as Executive Director of Enterprise Measurement and Design (EMD) for the Veterans Experience Office (VEO), Department of Veterans Affairs (VA).

In this role, Denise is responsible for VEO's customer experience (CX) qualitative and quantitative data capability, which captures and analyzes the voices of Veterans, their families, caregivers, and survivors and turns them into actionable insights to design and improve experiences based on customer needs.



She is also leading VEO's Qualitative and Quantitative Data Strategy; deploying VA's Trust Survey and dozens of operational and program level surveys; and implementing advanced analytics to unlock and transform quantitative data into decisions and actions. Through qualitative data, Denise guides VA's human-centered design practice, leveraging best practices and conducting research with (and for) our Veterans, their families, caregivers, and survivors—to better understand pain points and unmet needs in the Veteran journey, drive decisions, and identify service redesign efforts to improve customer and employee experiences.

Prior to re-joining VEO, Denise served as the Chief Data Technology Officer for the Chief Technology Officer within the Office of Information and Technology, where she led several different teams to define VA's data analytics architecture, deploy modern cloud analytic infrastructure and tools, and build authoritative data products to support VA's data analytic needs. Her work resulted in successfully developing the Department of Defense (DoD) VA Joint Data Analytics Strategy and Plan of Action, outlining the first joint vision and strategy between DoD and VA. Denise also partnered with VA's Chief Data Office to define VA's first Data Analytics Strategy and Roadmap.

Denise previously worked with VEO as Executive Director of Multi-Channel Technology. In that role, Denise led VA's efforts to improve CX across all channels Veterans choose to engage with VA, and ensure those channels were convenient, easy to use, and provided personalized and proactive services.

CAREER CHRONOLOGY:

2022 – Present	Executive Director, Enterprise Measurement and Design, Veterans Experience Office, Washington, DC
2020 – 2022	Chief Data Technology Officer, Office of Information and Technology, Washington, DC
2015 – 2020	Executive Director, Multi-Channel Technology, Veterans Experience Office, Washington, DC

EDUCATION:

1988 Computer Science, University of Maryland