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BLACK BELT report

Delighting ODH Help Desk Customers

LEAN SIX SIGMA PROJECT RESULTS	Lean.Ohio.gov

Delighting ODH Help Desk Customers
Lawissa Tidrick, Ohio Department of Health

DEFINE

Problem: Through collection of Voice of the Customer data, it has been determined that the ODH Help Desk is not meeting timeliness and quality goals to the satisfaction of the customer. Dissatisfaction rating was as high as 45% on a specific Help Desk Function. A team of employees and customers will utilize Lean Ohio tools to lean up the Help Desk processes, set goals for improving customer satisfaction ratings, measure and monitor improvements implemented.

Project Scope: From when the customer issue is reported to the Help Desk until the customer's issue is resolved to their satisfaction

Goal Statement: Increase customer satisfaction by 20% Meet Service Level Agreement standards on issue resolution time and call hold times.

Intangible Benefits: Improved communications within ODH regarding the Help Desk process. Transparency of internal processes and timeframes. Cross agency team members working together to a common goal.

Tangible Benefits: Reduction in Help Desk Call hold times. Reduction in time taken to resolve Help Desk issues. Reliable and consistent measurement of Help Desk activity to determine appropriate staffing levels needed to meet customer requirements

| Team Members	Project Sponsors
Ron Ferencz – Help Desk Manager	Sponsor: Nathan Huskey
Steve Darling – Data base/Network	Team Leader: Ron Ferencz
Jim Gallant – Application Support	Lean Ohio Mentor: Marina King
Erika Sowry – Service Now; Lean Ohio Camo Belt	Ohio Department of Taxation
Kim Sander – District Office	
Sara Summers – Help Desk	
Ron Karn – Help Desk	
Anna Starr – Program Customer	
Susan Weisheimer – Finance	
Keith Weaver – Program Customer	
Josh Spengler – HR	
Nydia Luckage – WIC Help Desk	
Devon Priddle – VS Help Desk	
Kevin Palicki – Lean Ohio Green Belt	
Josh Wiethe – Asset Management SME	

MEASURE

Metrics Analyzed: Ticket Resolution time by category; Call wait times; Customer satisfaction survey

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Q5 When you call the OMIS HelpDesk, are you generally able to speak to a LIVE person in a reasonable amount of time? NOTE: if you have not called the OMIS HelpDesk, please select 'Not Applicable'.
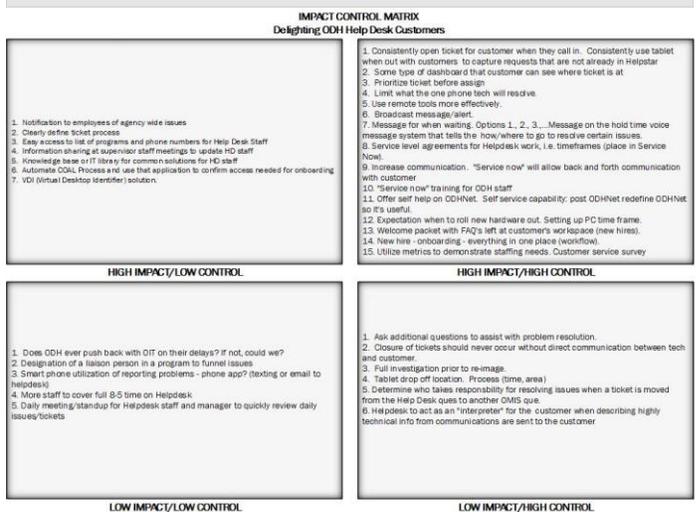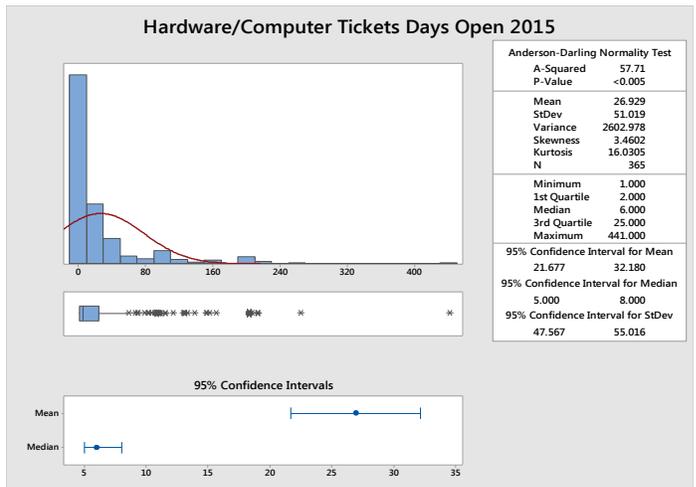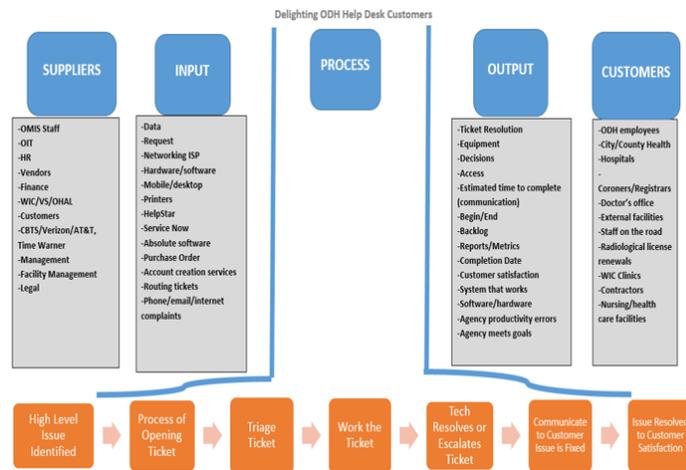
Answered: 209   Skipped: 89
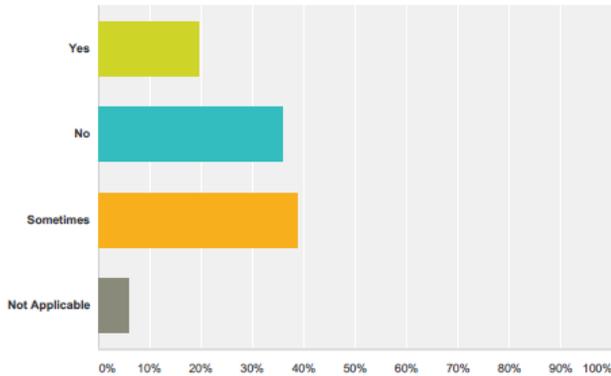
Data Collection Plan

| Measure	Data Source/ Location	How will data be collected	Who will collect data	When will data be Collected	Sample size	How will data be used?
Tickets Closed	Helpstar Ticketing System	Electronic	Ron Ferencz	Weekly	1 year	Process in control? Measure for improvement
Customer Survey	Web	Survey Monkey	Ron Ferencz	Annual	1 year	Confirm what the customer wants from us
Tickets Opened with OIT	Service Now Ticketing	Electronic	Ron Ferencz	Weekly	1 year	Process in control? Measure for improvement
Phone Call Hold Times	CBTS Phone System	Electronic	Ron Ferencz	Weekly	1 year	Process in control? Measure for improvement

ANALYZE

Analysis Tools Used: SIPOC, Normality and Hypothesis Testing; Histogram, Box Plot, Dot Plot and Scatter Diagrams. Process Mapping, Affinity Diagram, Brainstorming, Impact/Control Matrix, List Reduction

Hardware/Computer Tickets Days Open 2015

Anderson-Darling Normality Test	
A-Squared	57.71
P-Value	<0.005
Mean	26.929
StDev	51.019
Variance	2602.978
Skewness	3.4602
Kurtosis	16.0305
N	365
Minimum	1.000
1st Quartile	2.000
Median	6.000
3rd Quartile	25.000
Maximum	441.000

95% Confidence Interval for Mean
21.677   32.180
95% Confidence Interval for Median
5.000   8.000
95% Confidence Interval for StDev
47.567   55.016

IMPROVE

Measurement Process: Future Process Map, Summary Scorecard, Implementation Plan, Communication Plan,

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Future State
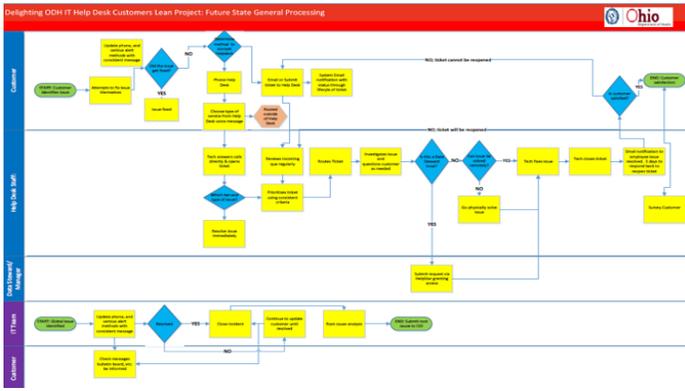
Measure	Current Level	NEW	Change
Process Steps	80	49	40%
Decision Points	13	6	54%
Handoffs	34	13	62%
Loopbacks	10	3	70%

Project Schedule

Title	Audience	Media	Owner	Frequency
Project status update	Implementation Workgroup	Meeting & dashboard report	Lawissa Tidrick	Weekly
Project status update	Lean Ohio Project Workgroup	Dashboard Report	Lawissa Tidrick	Monthly then at year end
Lean Ohio Scorecard	Lean Ohio	Lean Ohio Report	Lawissa Tidrick	End of Project Results
Help Desk Updates	ODH Staff updates on changes in process, etc.	Email and BB Board	Ron Ferencz	As needed
ODH Quality Improvement Committee	ODH management and staff	ODH QI Report	Lawissa Tidrick	End of Project Results

CONTROL

Control Measurement Process: Phone Call Hold Times, Ticket Resolution Times, Customer Satisfaction Rating, Service Level Agreements

Control Plan

Process Metric	Target	Process Owner	What To check	Frequency/ Time	Action if off Target
Phone Call Hold Times	Meet SLA Requirements	Ron Ferencz	CBTS Call Reports	Weekly	Review if SLA needs adjustment or staffing levels
Ticket Resolution Times	Meet SLA Requirements	Ron Ferencz	Service Now Ticket Reports	Weekly	Review if SLA needs adjustment or staffing levels
Customer Satisfaction Survey	Increase satisfaction by 20% in identified categories	Ron Ferencz	Survey Monkey	6 Months after implementation of all solutions and yearly thereafter	Review if SLA needs adjustment or staffing levels

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