

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

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.

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

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

- Ron Ferencz – Help Desk Manager
- Steve Darling – Data base/Network
- Jim Gallant – Application Support
- Erika Sowry – Service Now; Lean Ohio Camo Belt
- 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

Project Sponsors

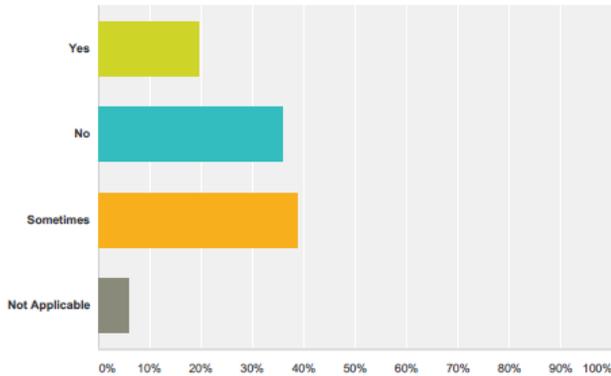
- Sponsor: Nathan Huskey
- Team Leader: Ron Ferencz
- Lean Ohio Mentor: Marina King
- Ohio Department of Taxation

MEASURE

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

**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

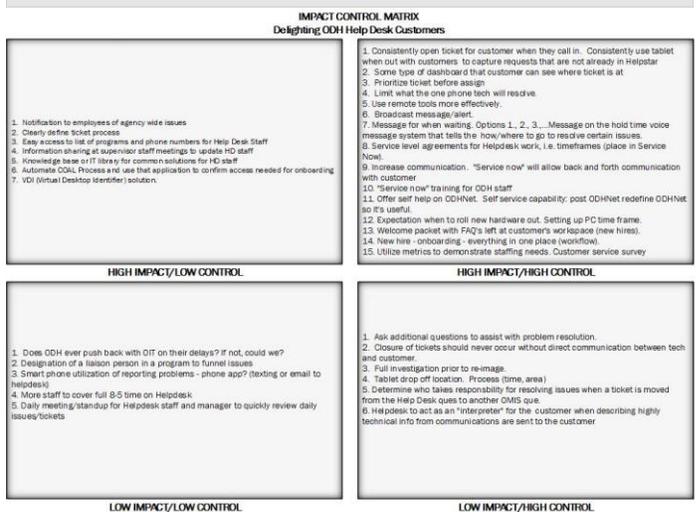
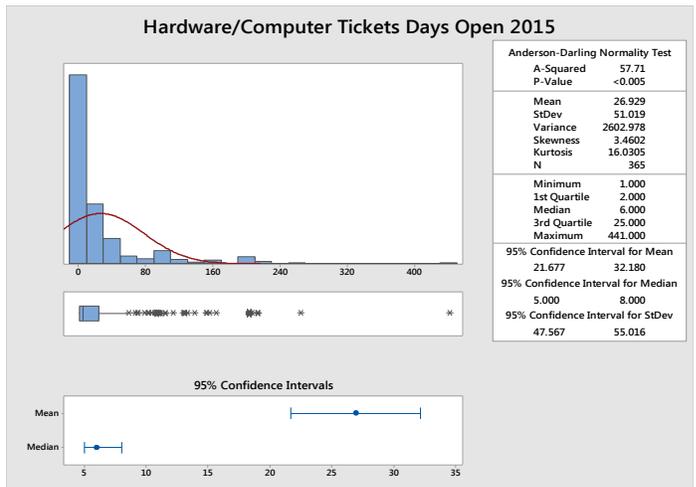
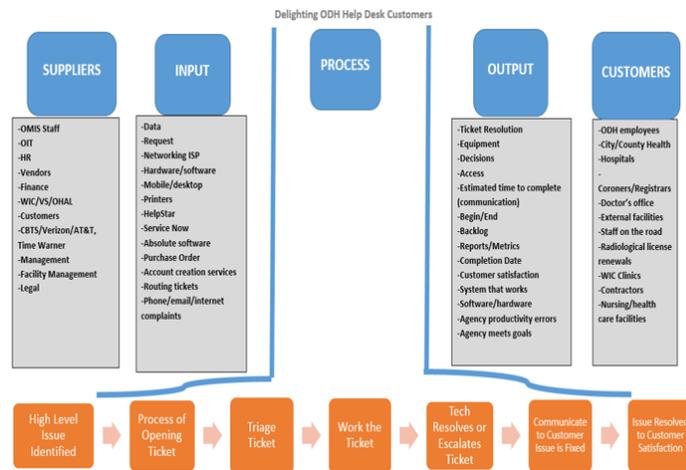


Data Collection Plan

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

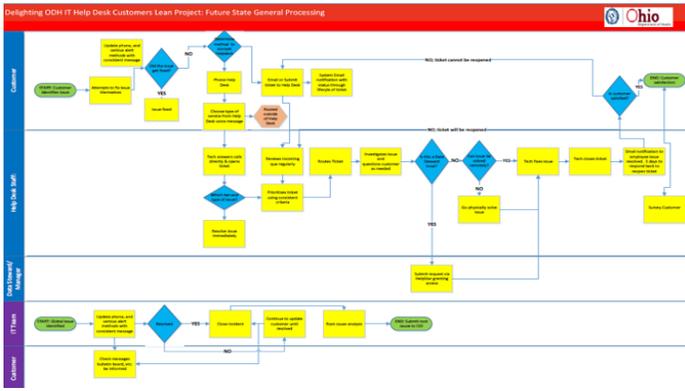
Analysis Tools Used: SIPOC, Normality and Hypothesis Testing; Histogram, Box Plot, Dot Plot and Scatter Diagrams. Process Mapping, Affinity Diagram, Brainstorming, Impact/Control Matrix, List Reduction



IMPROVE

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

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%

ID	Task Mode	Task Name	Duration	Start	Finish	Resource Names	% Work Complete
1	✓	Just Do It Tasking - Ferencz	68 days	Fri 1/1/16	Thu 3/11/16		77%
2	✓	Tablets for Helpdesk Staff	21 days	Fri 1/1/16	Fri 1/29/16	Ron Ferencz	100%
3	✓	Clean Image on computers assigned/reassigned	23 days	Tue 3/1/16	Thu 3/23/16	Ron Ferencz	25%
4	✓	Help Desk technicians open ticket when away from desk	17 days	Tue 3/1/16	Wed 3/23/16	Ron Ferencz	100%
5	✓	Outlook meeting invite for equipment roll-out	1 day	Tue 3/1/16	Tue 3/1/16	Ron Ferencz	100%
6	✓	Accessible list of programs and phone numbers for HD staff	14 days	Tue 3/1/16	Fri 3/11/16	Ron Ferencz	100%
7	✓	New Hire Onboarding Improvements - Valentine, Sowry	45 days	Tue 3/1/16	Sun 5/1/16		83%
8	✓	New Hire Orientation Improvement documentation	23 days	Tue 3/1/16	Thu 3/31/16	Erika Sowry, Ron Ferencz	100%
9	✓	Publish Onboarding workflow document	45 days	Tue 3/1/16	Sun 5/1/16	Jennifer Valentine	75%
10	✓	Access Rights and Software needs part of select memo packet	45 days	Tue 3/1/16	Sun 5/1/16	Jennifer Valentine	75%
11	✗	Software Installation and System Rights Changes - Valentine, Weisenheimer, Ferencz	133 days	Tue 3/1/16	Thu 9/1/16		0%
12	✗	Pre-approval from data stewards by specific PCN tied to PAR approval process	67 days	Tue 3/1/16	Wed 6/1/16	Jennifer Valentine, Susan	0%
13	✗	Access rights and software needs tied to PersNet and/or CDAL systems (dependent upon IT solution)	133 days	Tue 3/1/16	Thu 9/1/16	Jennifer Valentine, Susan Weisenheimer, Ron	0%
14	✓	Phone System Improvements - Ferencz, Wade, Tidrick	45 days	Mon 2/15/16	Fri 4/15/16		28%
15	✓	Identify CBTS changes to memo options and messaging for upgrade	9 days	Mon 2/15/16	Thu 2/25/16	Ron Ferencz, Lawissa Tidrick, Judy Wade	100%
16	✗	Training and implementation of Phone Changes	34 days	Tue 3/1/16	Fri 4/15/16	Ron Ferencz	0%
17	✗	Demonstrate Utilization of Phone Metrics to analyze productivity	34 days	Tue 3/1/16	Fri 4/15/16	Ron Ferencz	0%
18	✓	Service Level Agreements - Huskey	34 days	Tue 3/1/16	Fri 4/15/16		26%
19	✓	Review draft SLA timeframes with workgroup for timeframe consensus	12 days	Tue 3/1/16	Wed 3/16/16	Nate Huskey	100%
20	✗	Publish Final SLA documents to ODH and share with Service Now/HR	34 days	Tue 3/1/16	Fri 4/15/16		0%

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