

# Strategic Lean Project Report



**For Reporting Period:** January 1, 2015, through June 30, 2015

## I. General Information:

Lead agency name: Consolidated Technology Services

Partner agencies: Department of Social and Health Services, Department of Agriculture, Department of Licensing

**Improvement project title:** CTS Request Fulfillment Project

**Date improvement project was initiated:** 6/18/2014

**Project type:** New Project

**Project is directly connected to:**

- Results Washington performance measure
- Agency Strategic Plan
- Other

**If applicable, specify the alignment:**

Customer Satisfaction Measure  
Operational Health Measure

**Report reviewed and approved by:** Connie Michener, Chief of Staff

## II. Project Summary:

The Consolidated Technology Services improved the Request Fulfillment Process, resulting in improved customer service.

## III. Project Details:

**Identify the problem:** CTS customers shared that there were inconsistencies with how request fulfillments were assigned, worked and communicated. The goals of this project were to improve the request fulfillment process by making improvement so customers:

1. Receive updates when their request is assigned to a technician
2. Are part of the process to negotiate target completion dates
3. Receive regular updates regarding the status of their request
4. Are asked for feedback about whether or not their request was satisfactorily addressed

**Problem statement:** Currently, our request fulfillment process is inconsistent compared to our target of a consistent process, which we want to reach by 6/30/2015.

**Improvement description:** CTS used a modified A3 Root Cause Analysis process.

- We first reviewed problems/gaps identified with individuals and conducted a "5 Whys" Root Cause Analysis on the high priority gaps
- We then identified Key Problem Areas to Resolve
- We then identified Resolutions to Problem Areas
- Finally we developed Training for all of CTS
- We are now in a phase to adopt, adapt, abandon

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**Customer involvement:** CTS began this Lean effort by presenting to issue to our Customer Advisory Board and getting their feedback. We then involved customers (DSHS, DOL, WSDA) in workgroup sessions to identify and review problems/gaps in the request fulfillment process.

## IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input type="checkbox"/> Safety			
<input type="checkbox"/> Cost			
<input checked="" type="checkbox"/> Quality	Increased quality of the request fulfillment process by creating a standard process all staff follow. Measures currently being determined.	CTS anticipates the quality of our response to requests will increase based on the standard process being implemented.	Preliminary
<input checked="" type="checkbox"/> Time	Decreased the time it takes to respond to and complete a request. New standard is to make initial contact within one business day.	Measurement tracking in progress	Preliminary
<input checked="" type="checkbox"/> Customer Satisfaction	Increased customer satisfaction as measured by end of service customer surveys.	Surveys are systematically being implemented by program areas	Preliminary
<input type="checkbox"/> Employee Engagement		<input type="checkbox"/> N/A (or)	

## V. Contact information:

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**VI. Optional Visuals:** Below is the Standard Work Visual Tool given to each employee individually by the project lead and agency Director. This tool reinforces the new standard process and timelines:

## Request Fulfillment

### FIRST CONSULTATION

- Initial Contact within 1 Business Day of being assigned the Ticket (1 Business Day = 24 hours)
- Confirm Request/Scope
- Identify Customer's Time Constraints and Negotiate Due/Deployment Dates
- Set Expectations for Next steps, updates, future communications

### ORIGINAL DUE DATE

- Set this date after negotiating due date with customer. This date should never change after initial negotiation.

Original Due Date	6/ 1/2015	--
Revised Due Date	6/ 1/2015	--
Next Action Date	1/15/2015	--

- Set revised due date to original due date.
- If due date needs to change, update the revised due date field.

### QUEUE MONITOR

- Responsible for ensuring tickets are assigned within 1 Business Day.

### DUE DATE/DEPLOYMENT DATE SLIPPAGE

- Inform customer as soon as you know you won't make the due date
- Explain the reason for missing the date, without throwing other teams under the bus
- Work with customer to settle on new due date/deployment date

### CLOSING TICKETS

- Send email to customer stating the request is being closed and instruct customer to contact you directly with any questions or concerns.
- Close ticket in Infra. Attach email to ticket.



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### UPDATE TICKETS

- At a minimum, update request in Infra with status every two weeks