



Green Belt Six Sigma Project Report Out
Raivo Murnieks
Ohio Rehabilitation Services Commission
June 17, 2013

HELP DESK TICKET RESOLUTION

TEAM MEMBERS

Ohio Rehabilitation Services Commission

The Team Members consist of:

- **Process Owners:** Kristen Bosley, Manager – IT Help Desk and Gaithri Raj, BVR and AWARE Supervisor
- **Subject Matter Experts:** Pam Laing, Program Administrator; Ken Vendley, Information Technologist; Kim Williams, Infrastructure Specialist; India Latham, Program Administrator
- **Customers:** Christine Mango-Wilson, Counselor, Christine McMahan, Supervisor; Marge Melick, Supervisor; Alissa Otani-Cole, Rehabilitation Program Specialist; Donna Rhoads, Account Examiner; Lise Seavers, Counselor; Diana Stine, Counselor
- **Performance and Innovation Division:** Raivo Murnieks, Deputy Director and Shelly Rhodes, AWARE Project Manager

STAKEHOLDERS

- RSC Staff - Help Desk Staff, Counselors, Account Examiners, Supervisors
- Consumers – Individuals with Disabilities
- Contract staff - Referred to as VRP3 (Vocational Rehabilitation Public Private Partners), Help Desk Staff

BACKGROUND – PROBLEM/OPPORTUNITY

- The process for assigning and subsequently resolving AWARE (RSC's Vocational Rehabilitation – VR - Case Management System) help desk tickets has variation and multiple points of entry, resulting in situations in which tickets are handled and documented multiple times by different staff. Information received from customers is lacking in completeness and, in some instances, these tickets are not properly assigned, thus delaying a timely and proper response to the customer.

BACKGROUND – METRICS REVIEWED

The five primary measurement points needed to define how this process performs:

- 1) The number of help desk tickets specifically related to AWARE issues
- 2) The volume of tickets by source (RSC-VR or Contractor - VRP3) and type of issue (business and technical related issues)
- 3) The average amount of time it takes to resolve a help desk ticket by type of issue
- 4) The rate of help desk tickets which are defective – i.e. require additional information from the customer
- 5) The number and type of help desk tickets that require multiple hand-offs

BACKGROUND - DEFINITION OF DEFECT

- Original Defect - Delays in closing AWARE help desk tickets caused by incomplete information provided by customers and multiple hand-offs and access point variation
- Additional Defect – Business process issues that can be resolved in lieu of a help desk ticket

SCOPE OF PROJECT

BEGINNING STEP:

Customer calls/sends in an issue regarding the RSC Vocational Rehabilitation Case Management System (AWARE)

ENDING STEP:

Customer receives notice that their issue is resolved (i.e. closed)

PROJECT GOALS

- Reduce the percentage of incoming AWARE help desk tickets by 40% - July 2013
- Reduce the incoming AWARE help desk tickets with incomplete information by 15 percentage points (from 25% to 10%) - July 2013
- Reduce the average number of days it takes to resolve AWARE help desk tickets (by category). Specific category targets TBD.
- VR business team to open/review 100% AWARE help desk tickets, which are appropriately assigned by the IT help desk, within 1 business day – July 2013

DATA AND ANALYSIS

Automated - Help Desk Tracking System

Issue - Category

Date - Time

Source of Ticket

Assigned

Manual - Incomplete Customer Data

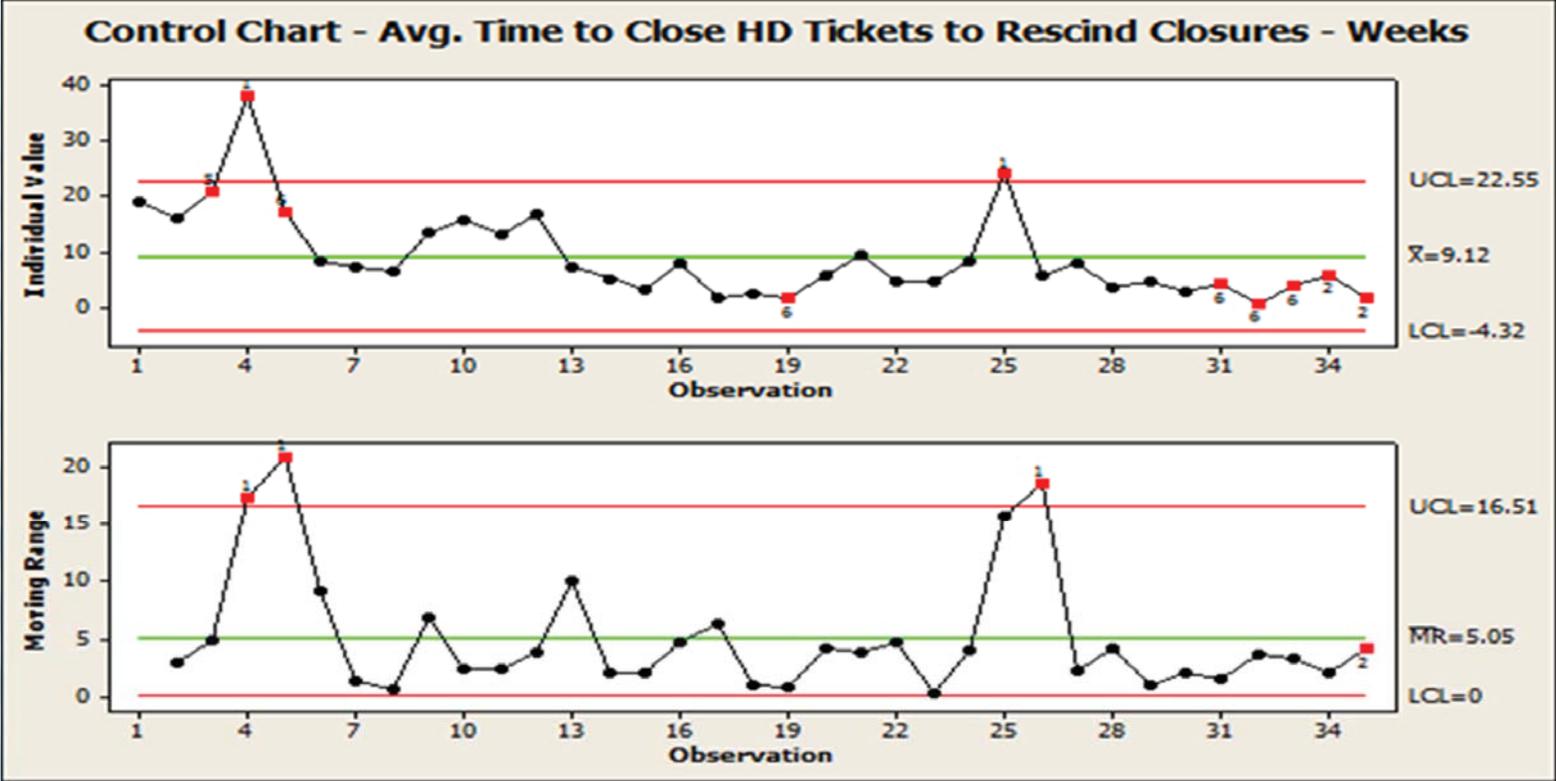
Analysis - Excel, Minitab, and Process Owners

BASELINE DATA

AWARE Help Desk Tickets Submitted November 2011 - October 2012 - Closed

<i>Type of Ticket</i>	<i>Number</i>	<i>Average Days</i>
Partner / Non-RSC PC Issue	1	0.1
VR	1	0.1
Login - Access	6	44.4
VR	6	44.4
Reports	9	42.3
VR	8	47.4
VRP3	1	1.2
Case Notes - Attachments	21	50.1
VR	20	51.5
VRP3	1	22.1
AWARE - Enhancements	28	56.4
VR	27	58.4
VRP3	1	4.1
Letters/Forms	48	110.2
VR	46	111.7
VRP3	2	76.5
Close / Delete Case	97	19.9
VR	91	19.5
VRP3	6	26.1
AWARE	104	25.6
VR	94	27.2
VRP3	10	10.3
Authorizations/Payments	127	54.2
VR	120	55.6
VRP3	7	30.8
Date Change Requests	186	16.0
VR	141	18.2
VRP3	45	9.4
Case Processing	228	45.9
VR	220	45.4
VRP3	8	57.8
Rescind Status	335	9.4
VR	304	9.2
VRP3	31	11.7
Grand Total	1190	30.8

CONTROL CHARTS - VARIATION



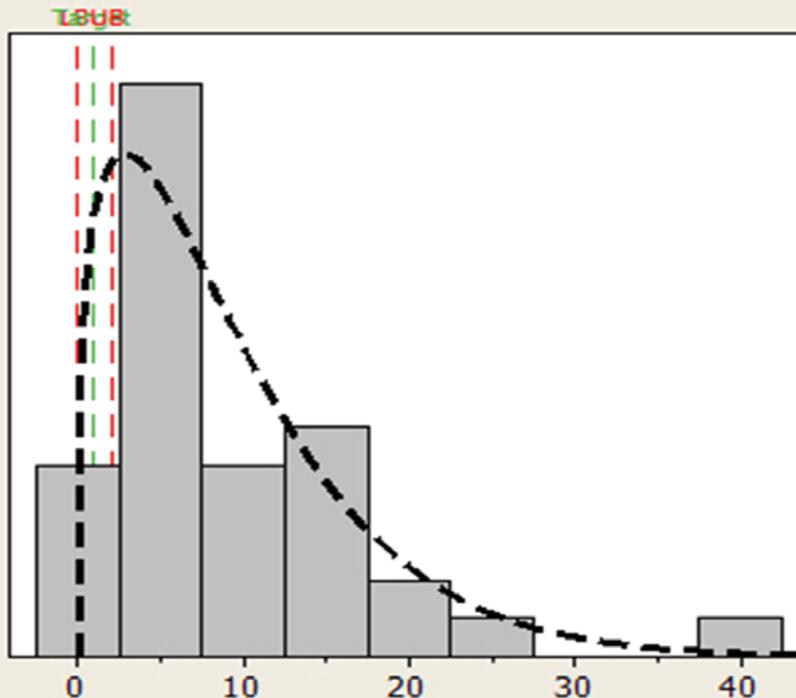
Mantra: Variation is Evil

CONTROL CHARTS - CAPABILITY

Process Capability of Avg Time to Close HD Tickets to Rescind Closures Calculations Based on Weibull Distribution Model

Process Data	
LB	0
Target	1
UB	2
Sample Mean	9.11525
Sample N	35
Shape	1.25825
Scale	9.85644

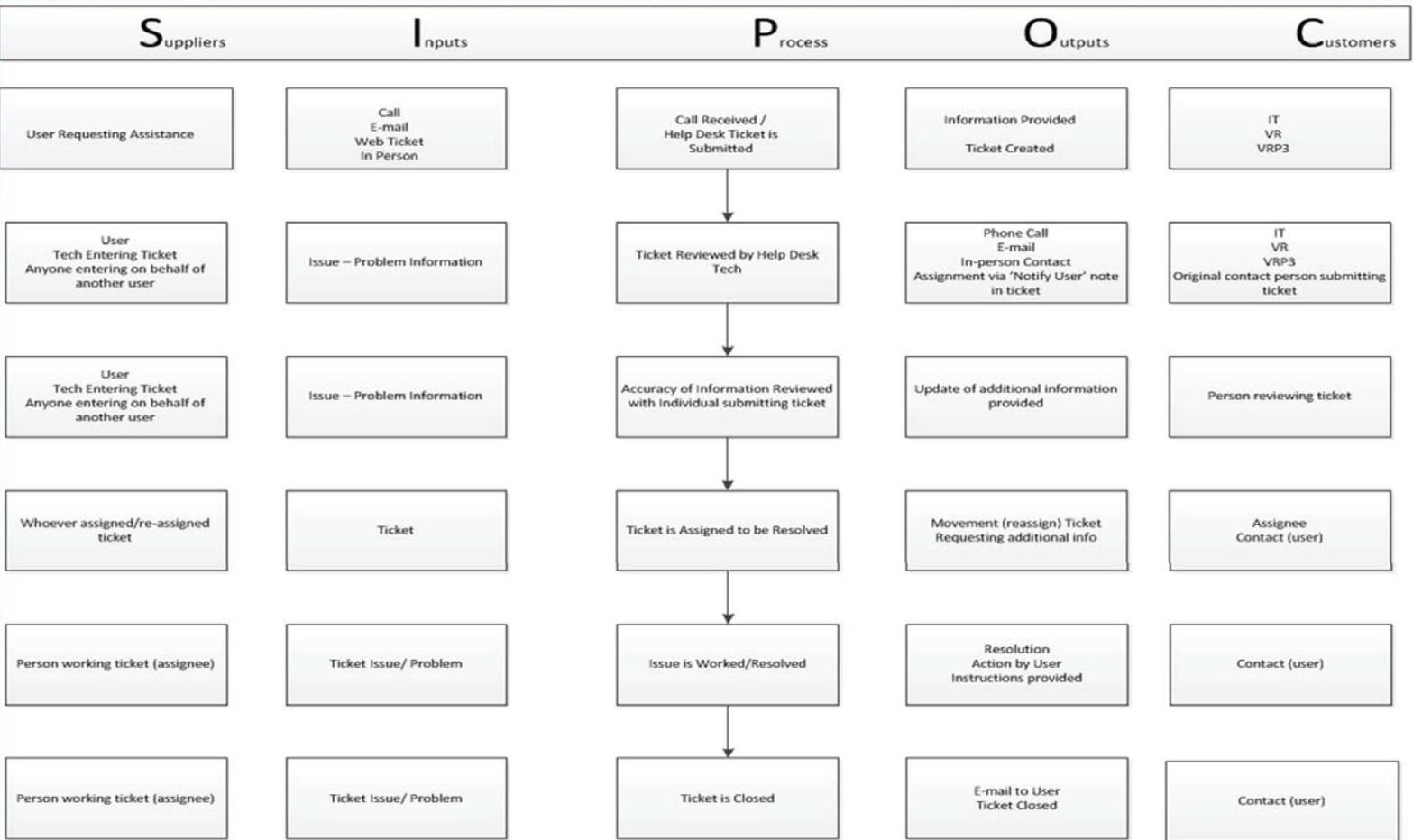
Observed Performance	
PPM < LB	0.00
PPM > UB	885714.29
PPM Total	885714.29



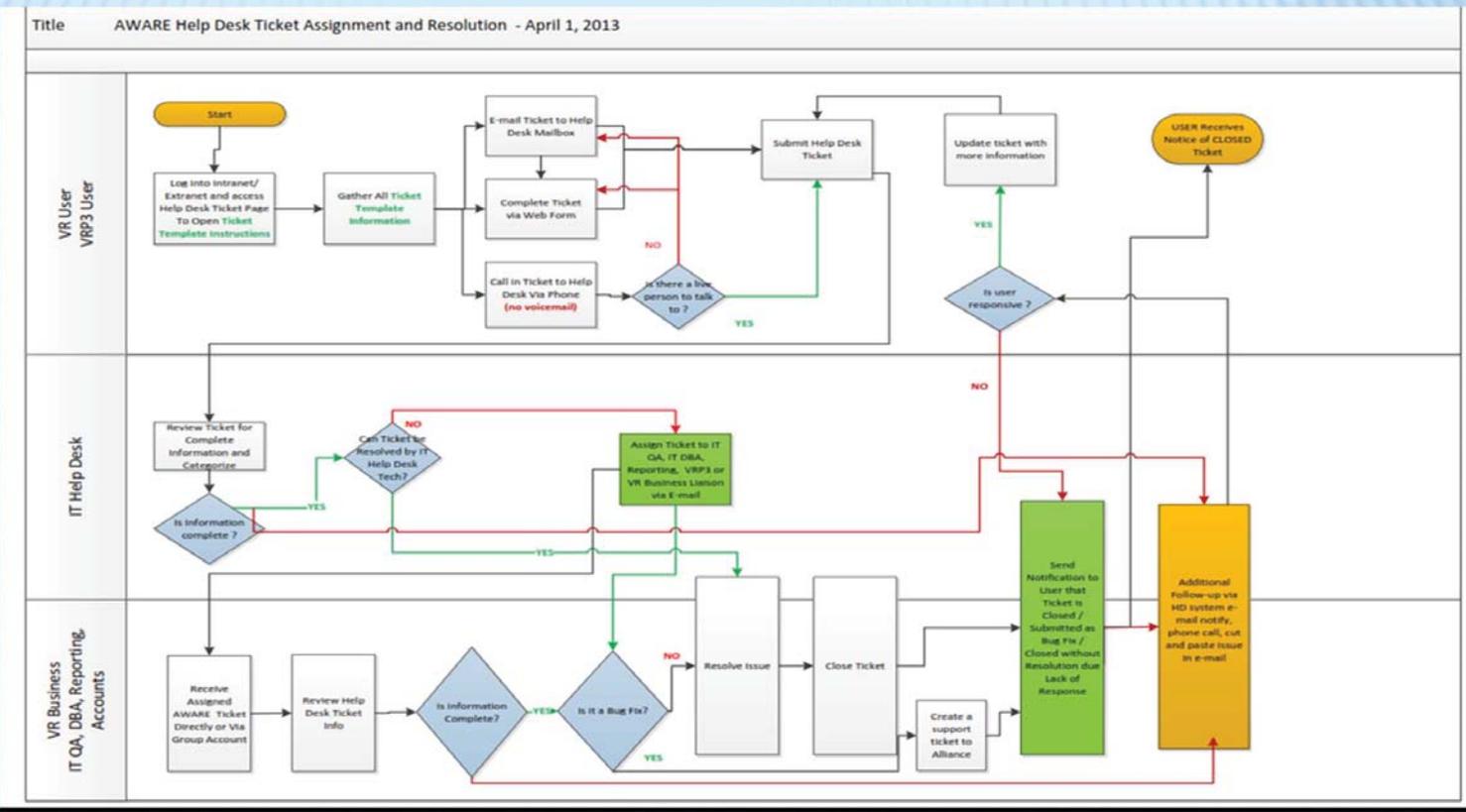
Overall Capability	
Pp	*
PPL	*
PPU	*
Ppk	*

Exp. Overall Performance	
PPM < LB	*
PPM > UB	*
PPM Total	*

HIGH LEVEL PROCESS - SIPOC



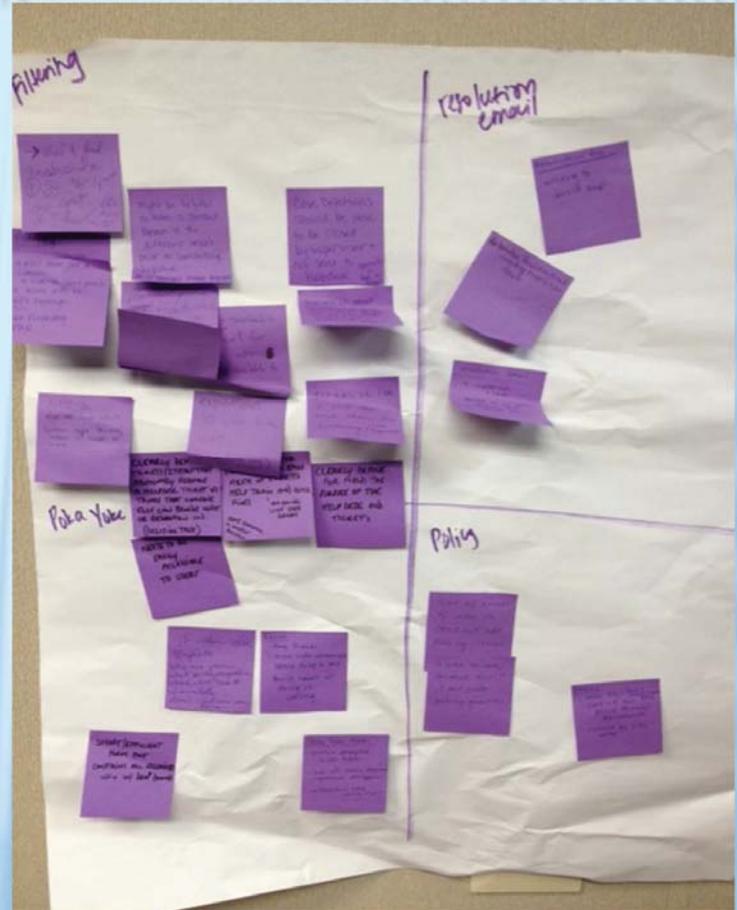
DETAILED PROCESS MAP – FUTURE STATE



TEAM BRAINSTORMING

Four Primary Areas:

- **Filtering** of potential tickets – ensure staff are clear
- **Poka Yoke** – Accessible forms that prompts clear and complete information
- **Policy** - Provide access and contacts to policies (to avoid unnecessary tickets)
- **Resolution E-mail** – Automated response to notify users and minimize duplicate tickets



OTHER TOOLS

- Pareto Chart – Targeted Improvement Areas
- Seven Wastes and FMEA - Review with process end-users
- Action Registers
 - Communication
 - Training
 - Policy and Procedure
 - Forms and Reporting
 - Technology

PROJECT METRICS

Measure	Result		
Waste	40% reduction in AWARE tickets		
Redirected Hours	200+		
Measure	Before	After	Difference
<i>[Process Steps]</i>	8 to 18	9 to 13	28%
<i>[Valid Tickets]</i>	75%	90%	15% points
<i>[Decisions]</i>	6 to 8	4 to 6	25%
<i>[Waste Points]</i>	5	2	60%
<i>[Backlog Reduction] - Business</i>	224 _{-May 2102}	17 _{-May 2013}	92%

PROJECT BENEFITS

TANGIBLE

- Time
- Reduced Number of Tickets
- Accuracy

INTANGIBLE

- Comprehensive Succession Planning
- Proactive Communication Systems
- Empower Field Office Decision-Makers

IMPROVEMENT SUMMARY

Current Key Issues



Unnecessary Help Desk Tickets



Limited Business Support Resources



Incomplete Customer Information

How We Improved



Elimination of Tickets
Training and Delegation



Field SMEs – Increase
Knowledge of Existing Staff



TBD

SPECIAL THANKS TO...

Senior Leadership:

Kevin Miller, Director

Brenda Cronin, Chief of Staff

Sponsors:

Susan Pugh, Deputy Director of BVR

Tim Nguyen, Chief Information Officer

Subject Matter Experts:

Gaithri Raj and Pam Laing – Business Team Leads

Kristen Bosley and Ken Vendley – IT Help Desk

LEAN Ohio:

Steve Wall and Anna Karousis

QUESTIONS/COMMENTS

