

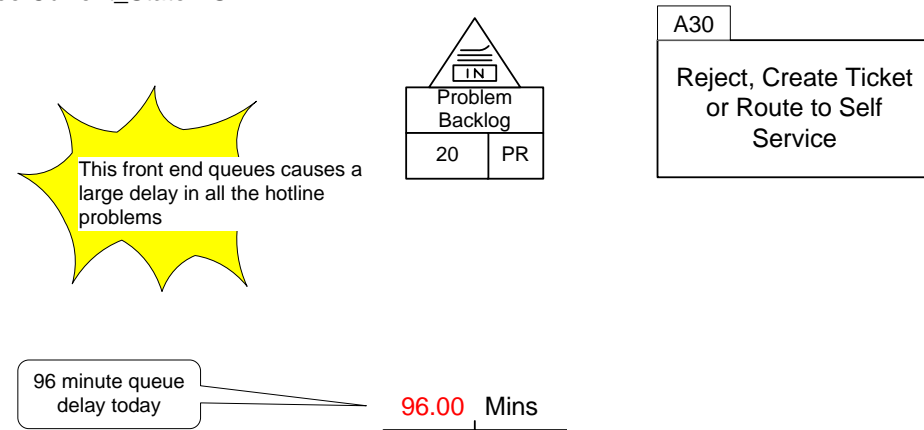
ISSUE Large delay for all hotline problems due to upfront queue

BACKGROUND

The incoming queue size into hotline is a function of the number of staff doing triage. This is a fixed number today and can causes large build-up in the queue

CURRENT CONDITION

See Current_State VSM

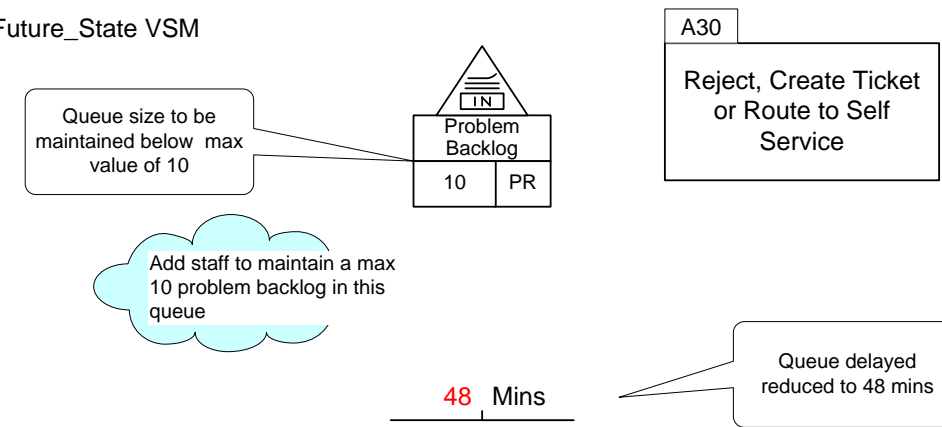


PROBLEM ANALYSIS

- A large delay is introduced for all hotline problem at the beginning
- Why : The problems sit for a long time in an incoming queue waiting for triage
- Why: The triage resource is fixed and so the queue size varies with incoming problems
- Why: A large number of problems keep getting re-circulated because of incomplete information

TARGET CONDITION

See Future_State VSM



COUNTERMEASURES

- Maintain the queue to a max of 10 problems
- Train L1 Tech staff to do triage and have them assigned to this activity when queue max limit is hit
- Add 1 more L1 Tech staff to the Hotline department (\$50K per year cost)

IMPLEMENTATION PLAN

What	Who	When	Outcome
Track incoming queue and manage to max size of 10	Hotline Mgr	August	In-Process
Train L1 Tech staff to do triage	Hotline Mgr	July	Done
Recruit L1 Tech staff	HR	July	Done

Item	\$\$\$
Hotline cost	(-50000)
Avg Time reduction	48 mins

FOLLOW UP

Track queue times for incoming hotline queue and report out each month until stable