

Project Charter

Project Name: Local and Long Distance Phone Service Fulfillment Process for the Regions

Date Chartered: 09/14/12

Expected Completion Date: 06/30/13

Team Leader: Gary McFall

Team Goal/Mission:

To create consistent, efficient and cost effective delivery of local and long distance telephone services to all customers in the five regions.

The team will implement improvements that accomplish the following:

1. Reduce DNR staff time required for the process.
2. Reduce the amount of time it takes for the customer to receive new or changes to local and long distance telephone service in the DNR Regions.
3. Improve customer satisfaction.
4. Create consistency across all the regions.

Measure(s) to be used to determine success:

1. DNR staff time is reduced by 20%.
2. Customers in the regions receive new phone service on average in 10 days or less.
3. Customer satisfaction will be measured by random surveys after services are installed.
4. Telecom will have accurate inventory of phone lines in the region
5. Telecom will be aware of all activities in the region that affect inventories, billing, or telecom contracts.

Team Members:

1. Gary McFall – Telecom Manager DNR
2. A RIM
3. A Regional Finance Specialist
4. A Regional Director

Issues to be addressed:

What Problems or opportunities will the team solve?

1. DNR staff time is wasted due to lack of documented process
2. Long delays in provisioning phone service in the regions
3. Unhappy customers
4. No accurate inventory of land based phone lines in the region
5. Billing errors and potential contract problems.

Expected Results:

What will be in place when we are done?

A standardized, consistent, efficient and cost effective process for provisioning of local and long distance telephone services to all customers in the five regions

Support/Resource People:

Who will we need assistance from besides the team members?

Telephony vendors, DET, and customers in the regions.

Responsibilities and Boundaries:

What areas will the team look at and what areas will the team NOT look at?

This process will address local land based telephone services in the five regions.

This process will not address wireless (cellular) services.



DNR Lean Project - Final Report

Project Name: Local and Long Distance Phone Service Fulfillment Process for the Regions

Project Team Leader: Gary McFall

Project Purpose: To create consistent, efficient and cost effective delivery of local and long distance telephone services to all customers in the five regions.

Project Team Members: Mark Aquino; Fran Findley; Kim Guthrie; Tia Kropf; Sheila Mittelstaedt; Jessica Terrien; Mary Weaver; Paul Zuccarello

Summary of Improvements: See attached Implementation Plan.

Project Results:

Based on the information below, many of the changes documented in the Implementation Plan and all of the data presented below are based on perceptions gained from a Focus Group comprised of DNR staff who are involved with telecom activities, sampling, interviews, and experience of Team members.

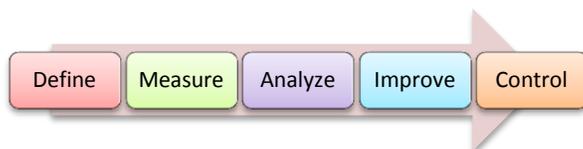
At some point in the past, telecom responsibilities were split, some remaining with TS TeleCom staff at Central Office; many being delegated to various staff in the field. That resulted in telecom activities being conducted in a variety of ways, with staff involved having various levels of training, experience with telecom and very few up-to-date procedures and resources. That culture led to a poor inventory, poor records, inaccurate billing, billed but unused services; all leading to poor service levels, delayed installations, and unnecessarily high expenses.

Early this year, we migrated from the old Resource Management System (RMS) Service Request/Trouble Ticket system into HP Service/Asset Manager. RMS was fraught with old, unclosed tickets, making data unusable. We are using the new system, but are still in the process of setting standards, training, etc., all things which must be completed before we can review reports and determine which data can be used for metrics.

With the above in mind, a decision was made to first develop/introduce a consistent, backbone work flow, assign responsibilities by job title, and develop/publish consistent procedures and other resources, focusing on specific parts of the process once we had some experience with consistency and had access to data for metrics.

Control Methodology:

- Metrics from HP Service Manager (once determined).
- Random surveys with staff involved with Service Request and Incident tickets.
- Routine auditing, determination & resolution of anomalies discovered, and determining and dealing with root causes of those anomalies.



Risks:

- TS TeleCom has two FTE positions, supplemented by interns and LTEs, many of whom have duties across programs. Telecom activities are complex. Training is time consuming. With the amount of work which must be done and such heavy dependence on non-FTE positions, it will be difficult to meet Voice of Customer needs and Project Charter goals with continued churn of those staff members.
- If staff with assigned telecom responsibilities do not have the time and/or do not treat telecom as a priority, it will be difficult to meet goals.
- If staff resist implementing new enterprise DNR telecom procedures, etc., it will be difficult to meet goals so management support is critical to the success of this project.

Goal	Baseline	Target	Expected After Improvements	Goal Met?
Reduce DNR staff workload.	Staff are overwhelmed with telecom work due to conditions which are being addressed by the Team's recommendations.	Staff time reduced by 20%	The implementation plan contains an examples of changes already implemented which have saved 1,500+ hours per year. Based on sampling and changes made to date, we will meet or exceed the 20% reduction.	Yes
Reduce Lead (delivery time).	It was not uncommon for it to take weeks upon weeks for service requests to be facilitated.	Customers in the regions receive new phone service on average in 10 days or less.	We have already significantly reduced service delivery time via focus on service. Upon implementing Lean Team recommendations, we are confident that we will meet this target.	Yes
Improve Customer Satisfaction.	Based on feedback from the Focus Group & comments received in the past, TS TeleCom would have received 0 out of 10 points for customer satisfaction.	Improve customer satisfaction.	TS TeleCom is already receiving emails containing kudos for great service, so we are confident that we will meet this target.	Yes
Ensure Staff and Customer Safety.	It is very probable that service delays could have resulted in safety issues (wardens not getting service in a timely manner, etc.).	Improve safety.	By improving service delivery timeframes, DNR staff will have services available to meet emergency needs as required.	Yes

Amount of staff time saved per year in hours: We do not have data to accurately project this saving. Assuming staff acceptance and management support of changes recommended by the Team and taking changes already made into account, I project saving at least 3,000 hours annually (double the hours saved by changes made so far) between DNR staff involved with telecom. The benefit will be compounded by cost savings that DNR will experience from service/billing audits that we will be performing in the new environment.

How will that time be reinvested:

Time saved will be focused on creating needed procedures, resources; creating/providing training; and meeting/exceeding expectations set by the Project Charter & Voice of the Customer ~ and putting TS TeleCom on par with or exceeding service levels offered by other agencies and our for-profit business partners.

Project Cost:

	Hours	Dollars
Project Team Leader	103.5	\$
Project Team Members	272.0	\$
Meeting Costs		\$0.00
Improvement Costs		\$0.00
Total		\$

Recommendations for Future Code/Statute Changes: N/A

Lessons Learned:

- For workflows that are terribly broken, use what Lean tools you can to get processes on track, following through with Lean tools focused on particular parts of the process once things are on track in a general basis.
- Lean tools and thought process can and should be weaved through the fabric of all involved, not only during implementation of changes, but going forward.