# Improving Responsiveness
## VDH – Information Technology

**VERMONT**
AGENCY OF HUMAN SERVICES

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**AIM** Agency Improvement Model
CUSTOMER FOCUSED SYSTEMS CHANGE
*Based on the NIAT's Change Model*

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### PLAN
Identify an opportunity and plan for improvement.

**Area for Improvement**

VDH IT customers submit defect reports and enhancement requests through the Rational ClearQuest application. Once submitted, these items stay in the queue until they are assigned by an IT senior staff member. A review of pending items suggested that we can be performing considerably better with regards to the time it takes to act on submitted items.

**Target Goal**

Reduce the time it takes to act on change defects and enhancement requests (average task latency) by at least 20%.

**Baseline Data**

For the month of June, 2012, average unassigned task count (defects/enhancements) was 228; average unassigned task latency was 1,268 days.

**What change ideas (theories) did you have before you started testing changes?**

The primary idea was that through more active management of the change request queue we could reduce the time it takes to act on submitted items.

### DO
What ideas for improvement did you test?

While the data on outstanding defects and enhancements has always been available, there was no process in place for it to be reviewed on a regular basis. Because of this, submitted items that were not acted on immediately were prone to languish. The idea for improvement was to implement a weekly review of outstanding items, and to encourage action on all older items.

### STUDY
What were the results of your test(s)?  What is your final post-change data compared to the baseline data?



Unassigned Defects/Enhancements

The count of unassigned tasks is now only 26% of the baseline value, and the average unassigned task latency is now only 25% of the baseline value. **This represents an improvement of 74% and 75%,  respectively.**

### ACT
What lessons did you learn from the process? How will this change be sustained?

The lesson we learned from this process was that data alone is not sufficient to achieve results. There must be a mechanism to review the data on a regular basis, and the motivation to act on the data.

The changes that were implemented during this study are being sustained by making them a part of our weekly review and reporting process. This success of this process can be seen by examining the data after August. This shows that the changes have been maintained, and includes an ongoing, gradual decline in unhandled tasks.