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University of California
San Francisco

FAS Managers' Town Hall

6/28/18

UCSF Information Technology

UCSF IT Field Service Depot – OPEN FOR BUSINESS

Sara Tao, Depot Lead

What is the Depot?

- Centralized computer order processing center and deployment service
- Staffed by ITFS Employees and Contractors
- Warehouse space at MCB

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Where did this idea come from?

2016 IT Field Services Kaizen Teams

Value Stream Level

Computer Deployment

Process Level

Intake

AutoMagic (Image/Reimage)

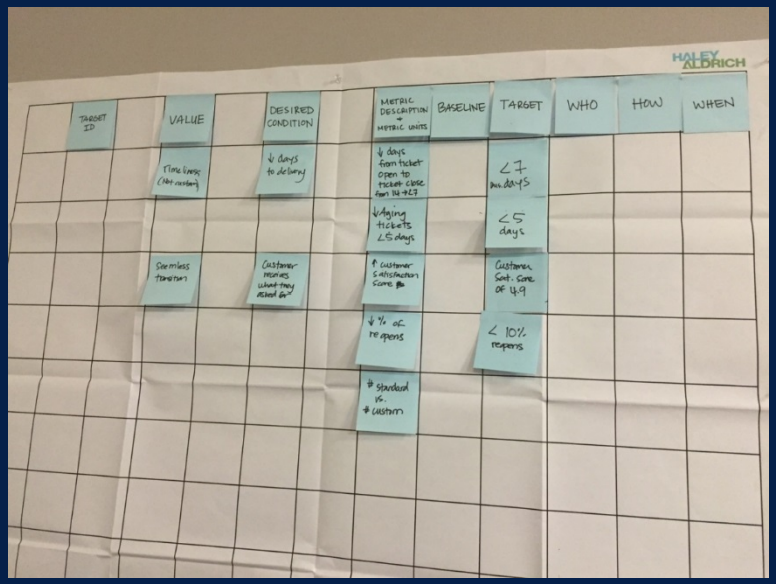
Depot to Desk

Desired Outcomes Envisioned by Kaizen Team

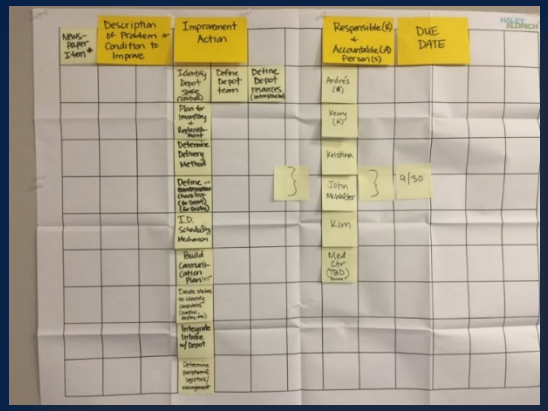
- Build a consistent and predictable workflow for receiving, imaging, and distributing computers through a centralized depot
- Define the deployment process
- Maintain an inventory of standard machines to meet customer needs
- Explore new techniques to schedule deployments with customers

Target Metrics Set by Depot Kaizen Team

- Decrease days to deliver from ticket open to ticket close to < 7 days
- Increase the number of requests for a standard laptop
- Decrease aging tickets to < 5 days
- Decrease the percent of re-opened tickets to < 10%
- Increase customer satisfaction score to 4.9



Key Improvement Actions Needed Before Launching Depot



Improvement Newspaper Items:

1. Defining an implementation team and resources
2. Identifying a centralized depot location
3. Planning for inventory replenishment
4. Defining the depot and deployment checklist
5. Identifying a scheduling mechanism
6. Building a communication plan
7. Creating identification stickers for computers
8. Determining a delivery method
9. Integrating the intake and depot process
10. Determining logistics/management of peripherals

Using PDCA to Reduce the GAP

Start (October 2016)

Where we want to be

< 7 Days

PDCA Cycle 1

- Started with $40k budget
- Started with 1 Tech
- Start-up inventory of 10 laptops, 10 desktops (both 8GB, 14”)

PDCA Cycle 2

- Increased budget to $200k
- Increased staffing to 1.5 FTE and 1 intern
- Increased inventory and options to include 12”, 16GB

PDCA Cycle 3

- Increased inventory, options and accessories; to include AIO
- Increased staffing to include Billing Analyst
- Improved tracking

PDCA Cycle 4

- Increased team to 5.0 FTEs
- Process $1.5M in equipment orders
- Depot Tech deploys (D2D)

> 8 Weeks

18 months

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We saw work conditions change!

For Customers:

- Ability to start/resume work as soon as possible
- Receive quality and timely service
- Collaborative approach to address needs

For ITFS Field Techs:

- Increased capacity to respond/resolve incidents
- Increased capacity to participate in project work
- More time to enhance customer education
- Time for proactive efforts?

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Customers' Experience

Before (2015)

- **6-8+ weeks (or *months!*) *to get new computer***
- ***Multiple Communication Channels***
  - *Tickets (Request, Incidents)*
  - *Direct emails*
  - *Service desk calls*

After (2018)

- **<5 days (or *hours!*)**
- ***One-stop-shop***
  - *Self-service ticket submission*
  - *Requests processed and deployed by Depot Tech*

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