



Cabling Service Optimization

Houston IT Services

March 28, 2016



Project Details

Problem Statement

- Cabling services that were being provided through HITS for network and telephone drops were taking weeks and included no less than three FTEs inside HITS dedicated to maintaining inventory and conducting site surveys.

Mission Statement

- Reduce the time to deliver a new cable drop, free up three service coordinators to be utilized by the PMO, and reduce costs



Voice of Customer

HITS has regular meetings with several of its customer groups, including the Houston Public Library, Public Works and the Houston Police Department.

Each of these customers expressed frustration over the process and time it took to deliver cable drops.

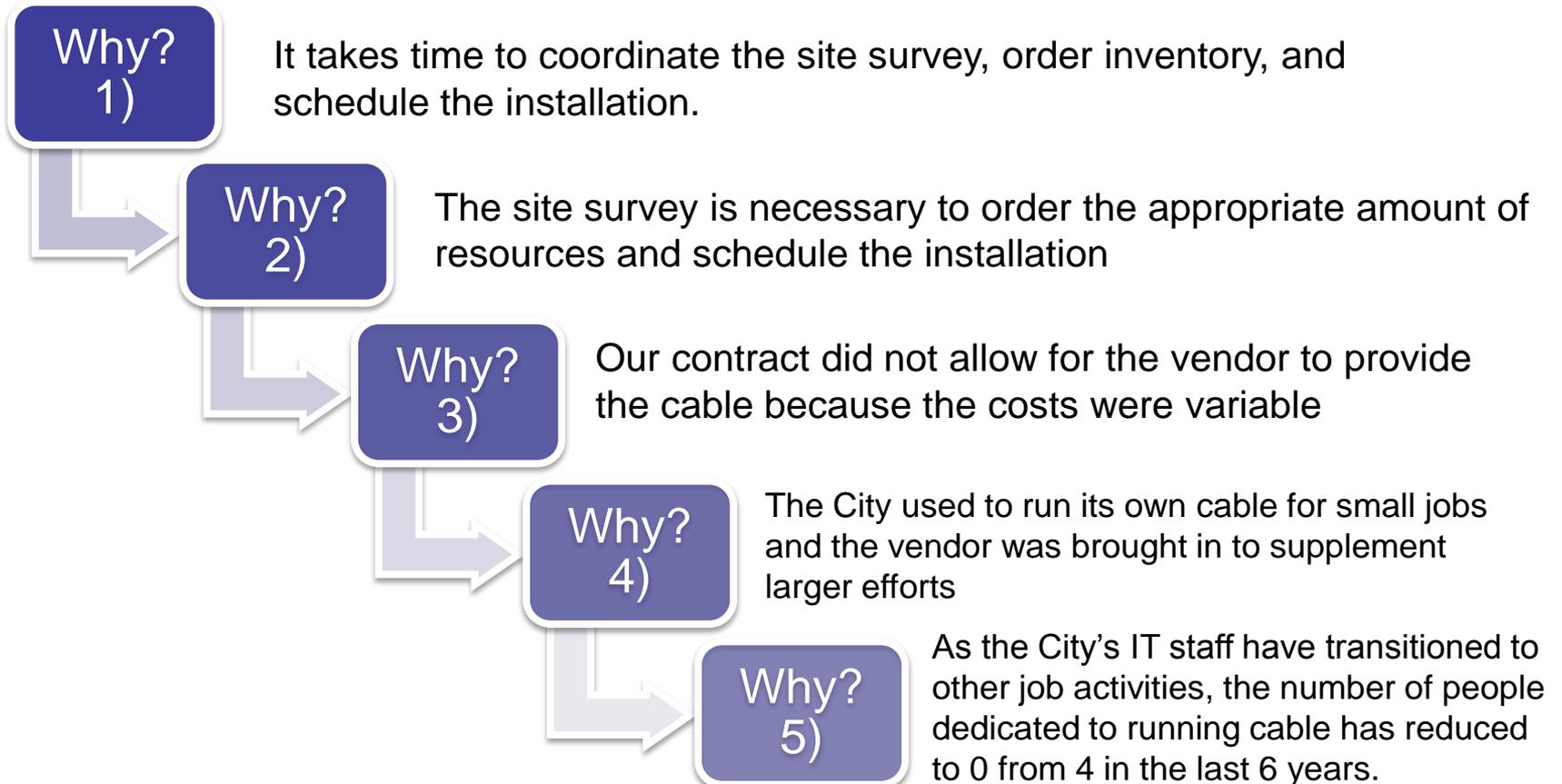
For HPD, in particular, with the amount of personnel movement that occurs inside their department, the length of this process created real problems for their operations.

This led to efforts by customer departments to game the system to try to improve the service on their own in ways that often actually created delays.



5 Whys?

Problem: Ordering Cable takes weeks and multiple full time employees.



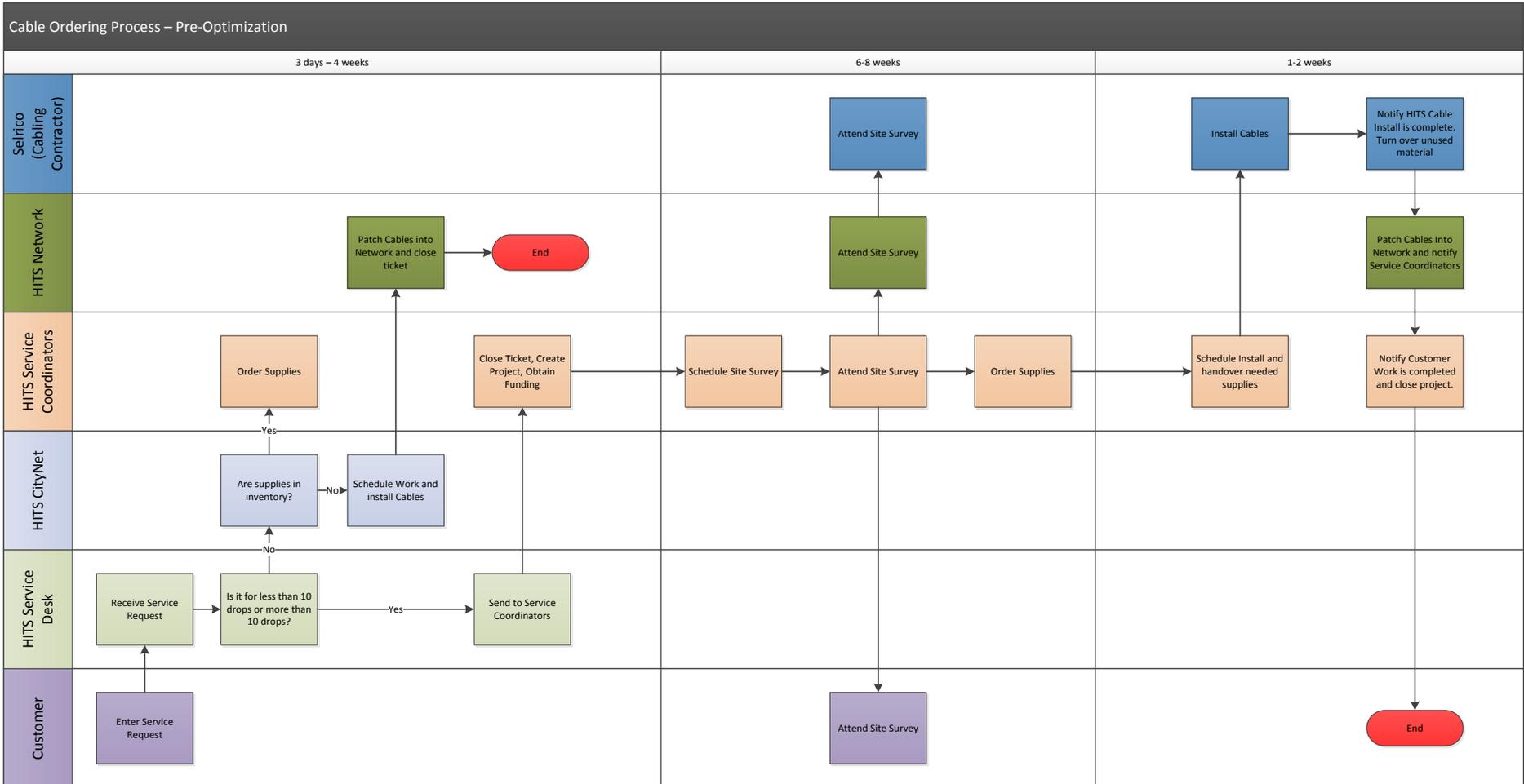


Baseline Measurements

- Pre-optimization
 - 23 Steps and weeks to complete simple service request
 - Project requests take between 7-10 weeks
 - Processes involve 6 groups that have to be heavily coordinated
- Waste Eliminated
 - Transportation, Excess Inventory, Waiting Time, Over-Processing, Over-Production, Unused Human Talent



Pre-Optimization Process

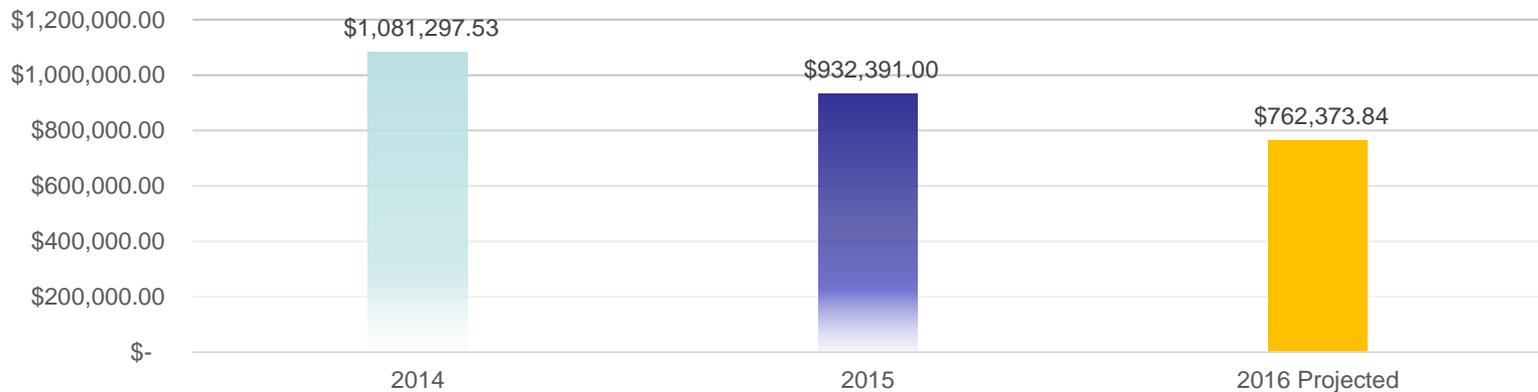




Current State Process Map

- The change order was submitted to our cabling vendor in June of 2014 to move a fixed price contract. We expect to realize a total reduction in costs of \$318,024.

CABLING SERVICES BY COST AND FISCAL YEAR



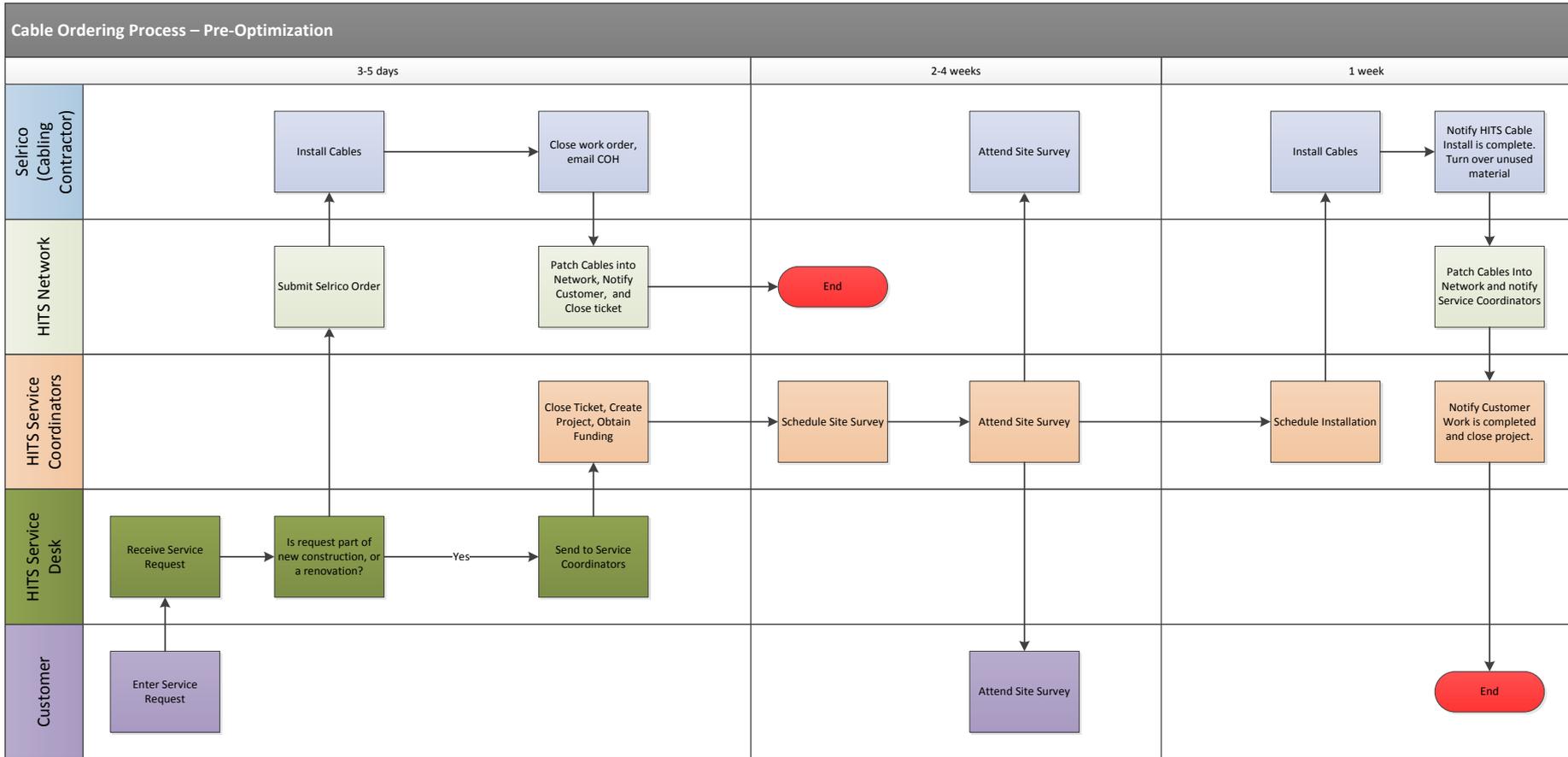


Recommendations

- Push the work to a cabling vendor using a fixed cost model.
 - No inventory to manage
 - No site surveys to coordinate
 - Time to deliver improves.
- Work with the current vendor to determine if they are amenable to a change order to the contract to provide these services.
 - Reduce procurement time to achieve optimization
- Change the process to remove the service coordinators and site survey efforts as unnecessary with the vendor doing the work.
 - Move the service coordinators to the Project Management Office so their skills can be re-purposed.
 - Space used for inventory storage can be used to provide office space.



Post-Optimization Process





Control Plan

- Reviews
 - Customer feedback – Monthly
 - Process delivering on reduced time promise
- Budget tracking
 - Are costs falling
 - Monthly review
- Future
 - Better tracking through our service request system



Lesson Learned

- There are several more areas inside the cabling service that can be optimized to reduce the time it takes to deliver the service.
 - Paging still requires multiple resources and separate vendors.
 - Miscellaneous cabling items would be easier to obtain and reduce time if they were part of the same contract.



Questions?