

Case Study

Time taken to repatriate leavers' laptops cut by 65%

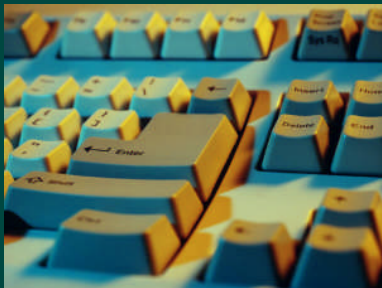


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Project background

When staff left a prestigious investment bank there was no holistic, integrated process for ensuring all their IT Services, facilities and entitlements were terminated or transferred to other employees.

This led to the company continuing to pay for services unnecessarily, to possible breaches of market sensitive client data security, and to risks to the bank's reputation.



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Problem

The process for terminating or transferring all IT services when leavers left an investment bank was fragmented. A Six Sigma project was set up.

In particular, the team found that the time taken to remove a laptop PC and e-mail account for an employee leaving an investment bank within service level was not being met for over 50% of leavers. The average time taken was 42 days with some services not being terminated for over 150 days.

This left the bank open to potential security issues from ex-employees accessing market sensitive company information and from potential fraudulent use of e-mails and equipment.

It had been believed that the month of leaving had an impact on the process, but this belief was disproved with data analysis. It was found that the official leavers list was not always issued to the relevant people in the appropriate departments.

When the list was received it was not dealt with as a priority, resulting in the assets database not being updated. This database was the source trigger for accounts to be removed. The asset database had also not been maintained correctly.

Solutions

The team developed a SIPOC map (showing details of supplier, inputs, process, output and customer) and realised that HR staff had not been informing the relevant finance and IT staff of employee movements. Consequently, when periodic asset database audits were conducted, it was extremely difficult to match laptops and related services to individuals.

Trained resource was assigned to performing a matching exercise. Specific resources were then allocated to ensure account updates are dealt with as a priority.

Data maintenance and validation procedures were put in place.

An automated update of assets database, used for departmental automatic cost charging was developed from the human resources information. It allowed creation of exception reports/process to identify inactive accounts, frequent users and invalid employee codes.

Standard operating procedures were created. All users were trained to use them and control plan mechanisms were developed with departmental managers.

Business benefits

The cycle time to deal with repatriation of leavers' laptops and related email and market sensitive client information was reduced by improving processes manually from an average of 42 days to under 15 days and was further improved when the automated database system with asset charging was introduced, saving \$108,000 and preserving the bank's reputation.