

# Case Study

## Reducing time taken to provide estimates for Information Technology



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### Project background

An organisation was experiencing frustration about the time taken for the Information Technology department to advise on cost and time estimates for IT process change.



### Problem

The existing change request process was convoluted and inefficient. Over a twelve month period 550 change requests were issued to information technology department. Each of these change requests required IT to provide cost and time estimates for the requested change. On average the time taken to generate and agree the specific requirements for the change requests was 27 days with a standard deviation of 5 days. This time included time taken to raise, clarify & amend requirements and agree the precise delivery time for execution of the change. On average 5 days per change request was spent on rework.

A Six Sigma project was set up. The team discovered fifteen opportunities for a defect in the change request form and established the frequency and severity of each type of defect. They found that two of the most significant root causes of delay and confusion were due to no reason for the change being stated or no clear summary of the business justification. They also noted that each business area had a different process for raising, recording and tracking IT change requests. Often different forms were used, particularly for project related change requests.

### Solutions

A new change request process was developed and a revised, simplified IT change request form was created. This was made accessible to users via a directory on the company intranet. Training was provided for IT staff and business area coordinators in the use of the new standard operating procedures. A steering group comprising representatives from IT, finance and key user departments was set up to assess the relevance and prioritisation of requests on a weekly basis.

### Business benefits

IT department's and business users' time taken to agree requirements for specific change requests was reduced by over 50% saving €190, 000 per annum and releasing IT resource to focus on making the physical changes more quickly.

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