

Fix the handoff, then add capacity.

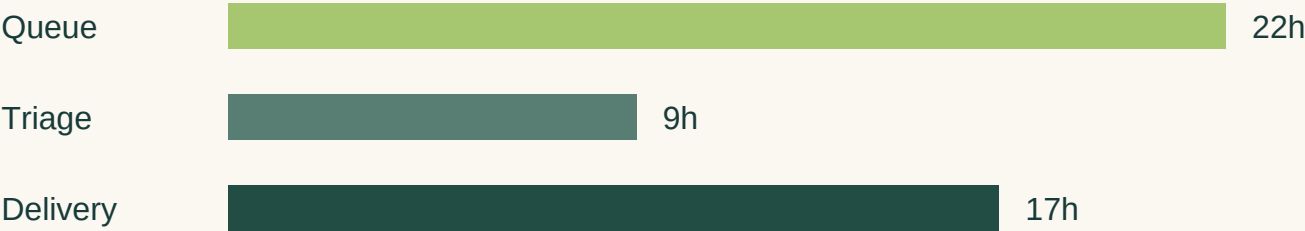
A two-week review of the fictional Cedar service desk. Read before the 8 October scope meeting.

WHERE TIME GOES

46%

of elapsed time is queue time

Cycle time by stage



01 Make one person own each request

18 of 40 sampled requests changed owner at least twice. Keep one accountable owner through delivery; specialists contribute without taking over the ticket.

02 Trial a twice-daily triage window

Queue time dominates the 48-hour mean cycle. Pilot at 09:00 and 14:00 for two weeks before buying more delivery capacity.

DECISION REQUEST

Approve a 10-day pilot. Owner: service lead. Track median cycle time and rework; review after 40 new requests.