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| Date: **Latest Draft** | Owner: **Alexzander Ealy** |
| Approval Date:11/13/2020 | Manager Approval: |

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| |  | | --- | | BACKGROUND: What are you talking about and why?  * Small group scheduling is taking way to long and is leaving customers frustrated and confused. The purpose is to reduce how long it takes for small groups to get scheduled and improve the quality for groups looking for answers. * Cycle time and lead time for scheduling groups needs to be reduced, and quality of answering, customers questions. * This takes place in a golf establishment, where customers can either golf alone or in groups.  Trying to reduce the frustration of customers that is caused by the front desk not being able to answer questions such as how much, or availability and the time it takes to schedule a group for any given day. |  |  | | --- | | CURRENT CONDITIONS: Where do things stand now?  * The front desk can't schedule groups. So, they must send them to the front office which will then take 2 days to get back to customers. They also can't answer questions due to not knowing what rates to give groups. * Groups will call the front desk to ask questions about times and prices, and the front desk will take down their information to be sent to the front office. The front office will call back and answer any questions they have or in the event they want to schedule, the office will schedule a time and take payment once all the details have been set. * I have been there and seen it myself. I asked front desk could they tell me how much it would be for a group of 12 and the front said we can give you the front office email and they will be able to answer that question. So, then I pressed for why they couldn’t tell me, and they said we just don’t know the rates for groups. * The 0% FFT (Frist time through) rate of group inquiry process, and the 14-day lead time of the group scheduling process. | | GOAL: What specific outcome is required?What specific improvement(s) in performance do you need to achieve?Bring the FFT rate of group inquiry to 95% if not 100%, and reduce the lead time of group scheduling by 2 days by December 16th, 2020 | | ANALYSIS: Why does the problem or need exist?  * The problem exists because the front desk workers do not have proper training and the process is too complex. * Without proper training, and a simple process it makes it hard to train the workers due to the complexity. It also makes it harder to ensure they are doing it right because they are more likely to make a mistake due to the complexity. * These two factors are causing the front desk employees to not be able to perform their job correctly, leaving customers unsatisfied and unanswered. * 5WHY: Q1. Why is the process of calculating group rates complex? A1. It is complex due to the high number of variables that go into calculating the rate, such as number of holes, the day of the week, has cart or not, the size of the group, and the make-up of the group. Q2. Why is there a high number of variables? A2. There is a high number because they calculate it on a per person basis instead of giving a flat rate to the whole group. Q3. Why do they do it on per person instead of group. A3. They do it on a per person because that’s how they have been trained despite the fact that many of those variables don’t affect operating costs. Q4. Why were they trained that way? A4. The front desk was trained like that because it made the most sense at the time. Q5. Why did it make the most sense? A5. It made the most sense because they already knew how to do it for walk ins so why not just repeat it for groups and then give them the total minus whatever % was meant to be taken off the top. | | |  | | --- | | RECOMMENDATION: What do you propose and Why?  * The first option would be to train the employees on how to calculate the rate, calculate a rate per group instead of per person, and educate the workers on weeks of the year that are off limits for scheduling and simplify the process of calculating the rate by removing non critical variables.   + Benefits:     - Low cost to implement     - Worker empowerment which causes an increase in worker satisfaction     - Greater customer satisfaction due to getting answer on the first call instead of waiting for a call back.     - Increase Customer satisfaction with the billing process overall because they can understand how the bill was made     - Higher quality for the group inquiry process due to the front desk being able to answer questions     - Less time to calculate group rate, which means not only will the lead time go down by two days because the front desk can now schedule groups and give proper rates but the cycle time will be reduced because its simpler to calculate the rate.   + Cost: low because the only resource spent would be time, and maybe some paper used on updating the employee handbook.   + Effectiveness: would be High because it directly tackles the reasons why the problem (high lead time due to the front office having to do small group scheduling, and poor FTT rate of group inquiry) exists in the first place which is no training and complex process.   + Potential disruption: Low because the process of scheduling groups doesn’t vary too much from doing walk ins (Major differences the use of just two variables to decide the rate (number of holes and, what day) and that you take a flat amount off per person.) and with our simplified process for calculating rates which will mirror the way they do walk ins I think they will have an easy time adjusting to the new process. * The second option would be to remove the front desk. This way all small groups would be dealt only with the manager.   + Benefits:     - Customers would get answers the first time they call   + Cost: low because you would be getting rid of a department   + Effectiveness: low because it doesn’t address the reasons why the problem exists, and the front office would have to take on all the duties of the front desk which would make the front office unable to complete the duties of the front office.   + Potential disruption: High * The last option would be creating a new system that would allow the groups to schedule themselves and pay without the need to call the front desk. This system would be user friendly and be able to calculate every step without errors.   + Benefits:     - Customers can get answers whenever and wherever.     - They can wait till the day of to pay, no need for down payment     - They can cancel without relying on the front desk     - The front desk will have an easier time keeping track of groups because the tee sheet is updated in real time     - Less calculation errors.     - Greate reduction in lead time due to not having to do payment in two steps(reduces lead time by 16 days instead of 2)     - Cycle time becomes 0 because the front desk no longer must schedule groups.   + Cost: High   + Effectiveness: Super High because they customers and groups could schedule themselves as they please.   + Potential disruption: High because a lot of tasks that were done by the front desk would now be handled by the system, and they would have to be trained on how to use the new system which might present unforeseen problems. * I would recommend simplify and train the front desk. The main reasons are the low cost, and high effectiveness of the option. It solves the problem of the front desk FFT rate for group inquiry by removing the barrier that prevented them from being able to answer questions and will allow the front desk to get answers faster by removing all the complex math, and decision matrix that must be used to decide how much to charge each group. It also allows the front desk to handle small group scheduling by giving them the proper training to do so, which means they don’t have to wait for the front office to answer questions which puts a two-day lead time on that process or schedule small groups which puts another two-day lead. It is also good because then when they do go to an online system the process the system goes through will be shorter due to their being less information needed to schedule a group, and leaner. | | PLAN: How will you implement? (4Ws and 1H)  * Main actions   + Simplify the process of calculating group rates   + Show the front desk employees how to calculate the group rates with the new process   + Have them do the process for group rates   + Ensure they did it correct and retrain if issues are found   + Show them how to schedule small groups   + Have them do the process for scheduling small groups   + Ensure they did it correct and retrain if issues are found * Needs the support of the front office and the desire to learn from the front desk. The resources needed will be paper for documenting the new process, and time to train the front desk. * Look the GANTT chart. * Effectiveness will be measured by how many times the front desk succeeds at answer questions that groups may ask, and how many days does it take from the first call where the group wants to get scheduled to the group getting their name in the tee sheet. * In the first month the changes will be reviewing every week, after it will turn to a biweekly review done by the front office. The office will look for the goals being hit. |  |  | | --- | | FOLLOW UP: How will you ensure ongoing PDCA  * I will know if the plans have been followed if the front desk can answer questions like how much is it for 12 people doing 18 holes on a weekend, and they can schedule my group on the first call I make asking to schedule my group for this day at 1pm. * FFT rate will be 95%-100% and they won't need to call me back to schedule my group. * How will you know if you reduced the gap in performance? * Because the front desk will be able to schedule my group * What related issues or unintended consequences do you anticipate? * The front office may be resistance to change the way the rates are calculated, and my not want to train the front desk because of a lack of trust. * What contingencies can you anticipate? * Someone missing the training due to illness. * What processes will you use to enable, assure and sustain success? * Poke yokes in the forum of a blue slip, standardized work. * How will you share your learning with other areas? * Meetings and bulletin boards. | |