# Plan-change service center

### A single invented process

An accepted request changes an existing customer service plan. Intake checks completeness, eligibility is verified, one authoritative record is updated, a final check is made and the customer receives notification. Cancellations, new enrollments and pre-acceptance withdrawals are excluded.

### What the selected cards show

The following eighteen completed cards trace a project from scope and CTQ to baseline, cause evidence, pilot decision and transfer of control. Other conditional cards in the separate blank workbook remain available when a real project needs them.

### Baseline and pilot

Baseline: 600 eligible cases, 104 with internal rework, 420 within a three-business-day SLA. Bundled pilot: 500 eligible cases, 30 with internal rework and 435 within that same SLA. These are designed teaching counts, not organizational observations.

### Causal limit

The pilot changes several elements and the groups were not randomized. The numerical contrast is a description of two constructed cohorts. It cannot attribute the improvement to one element or establish a causal estimate.

# Rates and benefit assumptions

### Baseline case rate

Rework = 104 / 600 = 17.33%. Right-first-time = (600 - 104) / 600 = 496 / 600 = 82.67%.

### Pilot case rate

Rework = 30 / 500 = 6.00%. Right-first-time = (500 - 30) / 500 = 470 / 500 = 94.00%.

### Absolute and relative change

Absolute reduction = 104/600 - 30/500 = 0.113333... = 11.33 percentage points. Relative reduction = (104/600 - 30/500) / (104/600) = 65.38%.

### Service promise

Baseline on-time share = 420/600 = 70.00%. Pilot on-time share = 435/500 = 87.00%. Difference = 17.00 percentage points.

### Reason mix

Missing information = 62/104 = 59.62%. ID mismatch = 24/104 = 23.08%. Exception approval return = 18/104 = 17.31%. Counts: 62 + 24 + 18 = 104.

### Illustrative monthly capacity value

Monthly hours = 600 cases x (104/600 - 30/500) x 9 minutes / 60 = 10.2 hours. Value = 10.2 hours x EUR 30/hour = EUR 306/month. Implementation and recurring costs are excluded.

# How to read the filled cards

### Evidence identifiers

The completed entries refer to fictional cohort counts and constructed trace observations. A live team would attach source extracts, approved versions and a case sample under controlled evidence IDs. No actual personal records are included here.

### Validity conditions

A before-after comparison requires the same case definition, start/stop clock, data checks and appropriately similar case mix. Channel, staffing, policy or seasonality changes might explain some of an observed real-world difference.

### Pilot guardrails

The invented pilot sets its primary threshold before the first case: rework at most 7%, so no more than 35 of 500 cases. The on-time share must be at least 82%, or at least 410 of 500. An unauthorized update, privacy breach or unusable assisted route triggers immediate review.

### Control decision

The case does not claim a completed long-term sustainment period. It transfers a provisional control plan and leaves the 30-day review open. A genuine project closes only after its own process owner accepts the evidence and reaction duties.

# Problem and service boundary

FICTIONAL RECORD | Selected core decision trail

**1. First eligible case event**

Start: accepted request to change an existing service plan. Finish: final customer notification after a checked update.

**2. Last accountable service event**

The population includes one accepted request per case ID. Internal reopening remains within that case.

**3. Included request types**

Exclude cancellations, new subscriptions and requests withdrawn before acceptance. Keep their counts outside the baseline denominator.

**4. Explicit exclusions and exceptions**

The eligibility team owns nonroutine approval; service operations owns routine intake, update and notification.

**5. Boundary owner and unresolved interfaces**

Service operations signs the boundary. Any channel-specific exception is listed before the baseline extract.

# Customer need to CTQ translation

FICTIONAL RECORD | Selected core decision trail

**1. Customer need and context**

Customers need the correct plan to take effect without being asked to correct an avoidable internal error.

**2. Measurable service outcome**

Primary CTQ: right-first-time completion, meaning no internal return for correction before final notification.

**3. Unit and denominator**

Unit: one eligible accepted case. Denominator: all eligible accepted cases in the stated period.

**4. Proposed threshold**

Pilot threshold: at most 7% of cases with internal rework, equivalent to at least 93% right first time.

**5. How the customer would notice success**

The customer receives a correct update and notification without an avoidable repeat contact.

# Project charter

FICTIONAL RECORD | Selected core decision trail

**1. Problem with baseline period**

Baseline period: 104 of 600 accepted plan-change cases have internal rework, or 104/600 = 17.33%.

**2. Target and balancing measures**

Target: pilot rework at most 7%. Balancing: SLA share at least 82%, no unauthorized update, assisted route remains usable.

**3. Scope and exclusions**

Include intake, completeness, eligibility, update and notification. Exclude cancellations and new subscriptions.

**4. Team, sponsor and access**

Sponsor: service operations manager. Team: intake lead, eligibility lead, analyst, privacy reviewer. No live data leave the approved store.

**5. Milestones and approval signatures**

Define and Measure gates precede analysis; a 500-case pilot requires policy and privacy release.

# Define decision gate

FICTIONAL RECORD | Selected core decision trail

**1. Evidence version and date**

Charter version 1 and the approved eligible-case definition form the decision record.

**2. Approved CTQ and SLA**

Primary CTQ is first-pass rework per eligible case; the common SLA clock is acceptance to notification within three business days.

**3. Open assumptions**

The baseline estimate may change after event-join and classification checks. That uncertainty is recorded.

**4. Sponsor decision**

Sponsor authorizes a privacy-minimized extract and a measured baseline. No solution has yet been approved.

**5. Next phase owner and date**

Analyst owns Measure, with the event dictionary and system reconciliation due before cause claims.

# Event and metric dictionary

FICTIONAL RECORD | Selected core decision trail

**1. Case ID and event name**

Case ID is the stable accepted-request key. An event is a dated system action tied to that ID.

**2. Start and finish rules**

Start is acceptance of an eligible request. Finish is final notification. The same local business calendar applies in both cohorts.

**3. Rework trigger**

Rework is at least one internal return for correction before finish; count the case once despite multiple return events.

**4. SLA numerator and exclusions**

SLA numerator is eligible cases notified within three business days; denominator is all eligible accepted cases.

**5. Ambiguous-record decision**

A missing final timestamp is unresolved and not coded on time. An adjudicated source record resolves disputed rework reasons.

# Missing and duplicate record log

FICTIONAL RECORD | Selected core decision trail

**1. Missing timestamp or field**

Inspect missing acceptance, notification and return events by source and date; retain a log of each discrepancy.

**2. Duplicate ID or event**

A second event row is not automatically a second case. De-duplicate only with a documented stable case key.

**3. Correction and source proof**

Corrections require the original system trace and the analyst’s change reason; raw extracts stay immutable.

**4. Exclusion decision**

The teaching counts represent the reconciled eligible cohorts: 600 baseline cases and 500 pilot cases.

**5. Impact on denominator**

If an unresolved event can change a rate materially, suspend the gate and report its possible effect.

# First-time-right and SLA baseline

FICTIONAL RECORD | Selected core decision trail

**1. Eligible cases**

Baseline eligible cases n = 600; reworked cases r = 104; nonreworked = n - r = 496.

**2. Reworked cases**

Rework rate = r/n = 104/600 = 17.33%. Right-first-time = (n-r)/n = 496/600 = 82.67%.

**3. Right-first-time formula**

On-time baseline count = 420. SLA rate = 420/600 = 70.00% using the three-business-day rule.

**4. On-time count and formula**

Pilot calculations will reuse the same definition and inclusion rule. No different unit is substituted.

**5. Period and uncertainty**

These are observed proportions in a fictional period, not population guarantees or proof of causation.

# Measure decision gate

FICTIONAL RECORD | Selected core decision trail

**1. Data lineage**

The dictionary links every reported count to a case ID, source event and approved cohort version.

**2. Agreement or clock concern**

A sample of return labels and system timestamps is checked. Ambiguous records are resolved or excluded with an impact note.

**3. Baseline rates**

Validated fictional baseline: 104/600 = 17.33% reworked and 420/600 = 70.00% on time.

**4. Cohort exclusions**

Cancellations and pre-acceptance withdrawals remain excluded under the same rule for the pilot.

**5. Owner decision and next action**

Proceed to Analyze; reopen Measure if later trace checks reveal hidden duplicate or missing cases.

# Rework-reason Pareto

FICTIONAL RECORD | Selected core decision trail

**1. Category definition**

Reasons are mutually exclusive first-return classifications for the 104 reworked baseline cases.

**2. Count by reason**

Missing plan or eligibility detail: 62; customer ID mismatch: 24; exception-approval return: 18.

**3. Total reconciliation**

The counts reconcile: 62 + 24 + 18 = 104; no case is counted in two reason categories.

**4. Cumulative share**

Cumulative share after the first category = 62/104 = 59.62%; after two = 86/104 = 82.69%.

**5. Priority and counterexample**

Investigate incomplete required information first, then test whether it is preventable at intake.

# Cause hypothesis register

FICTIONAL RECORD | Selected core decision trail

**1. Cause claim and predicted pattern**

Claim: requests lacking a required plan or eligibility field are more likely to be returned internally.

**2. Response and comparison groups**

Outcome is case-level rework. Compare traced cases with complete and incomplete accepted intake records.

**3. Confounder and data source**

Channel, case complexity and policy exception status could explain part of the association; keep them visible.

**4. Test/observation decision rule**

Review a prespecified sample of returns and correct no-return cases for the actual field state at acceptance.

**5. Owner and due date**

Analyst owns the trace review. A prevention trial proceeds only when the mechanism and counterexamples are documented.

# Root-cause confirmation

FICTIONAL RECORD | Selected core decision trail

**1. Claim and mechanism**

The proposed mechanism is missing required information reaching the eligibility review; the decision returns the case for correction.

**2. Direct trace evidence**

Traced return cases show absent plan details at acceptance and a later request to recover those details.

**3. Quantitative contrast**

The reason category is 62 of 104 reworked cases = 59.62%; this prioritizes investigation, not a causal effect size.

**4. Counterevidence or confounder**

Some complete-intake cases still fail for ID mismatch or policy exceptions. Channel mix is a remaining confounder.

**5. Decision and residual uncertainty**

Accept missing-field prevention as a plausible trial target; leave the contribution of each future bundle component unresolved.

# Analyze decision gate

FICTIONAL RECORD | Selected core decision trail

**1. Accepted causes**

Accept the missing-field return mechanism as sufficiently supported for a bounded prevention test.

**2. Rejected alternatives**

Do not conclude that all rework originates in intake; 24 ID mismatches and 18 exception returns remain.

**3. Evidence version**

Evidence version combines the 600-case reason census with selected linked traces and counterexamples.

**4. Unresolved risk**

Privacy, accessibility and false acceptance are unresolved risks in a structured intake redesign.

**5. Sponsor decision and next test**

Sponsor authorizes a bundled pilot with a declared stop rule and a comparable case definition.

# Pilot protocol

FICTIONAL RECORD | Selected core decision trail

**1. Cohort and dates**

Pilot cohort: next 500 eligible accepted plan-change cases under the released test rule; retain channel and exception tags.

**2. Primary CTQ and threshold**

Primary threshold: rework <= 7%, so no more than 35 of 500 cases. Same case-level definition as baseline.

**3. SLA and balancing measures**

SLA guardrail: at least 82%, or at least 410 of 500 cases. No unauthorized update; assisted intake remains usable.

**4. Privacy stop rule**

Stop immediately for an unauthorized plan change, material privacy exposure or inaccessible assisted route; investigate data gaps.

**5. Decision owner and evidence plan**

Sponsor signs the protocol before the first case. Analyst compares cohort counts and context after the 500th eligible case.

# Pilot results and interpretation

FICTIONAL RECORD | Selected core decision trail

**1. Actual numerator and denominator**

Pilot n = 500, reworked r = 30, right-first-time count = 470. Rework = 30/500 = 6.00%; RFT = 470/500 = 94.00%.

**2. Rate and formula**

Absolute rework change = 104/600 - 30/500 = 11.33 percentage points. The target of at most 7% is met.

**3. SLA and adverse events**

On-time pilot share = 435/500 = 87.00%, above the 82% guardrail. No unauthorized update is observed in this invented sample.

**4. Case-mix limitation**

The trial bundles field validation, clearer routine/exception rules and a single case record; cohorts were not randomized.

**5. Decision and next sample**

Recommend controlled rollout with channel-level monitoring. The descriptive contrast does not isolate component causality.

# Improve decision gate

FICTIONAL RECORD | Selected core decision trail

**1. Success thresholds**

Primary observed rework 30/500 = 6.00% is below the declared 7% ceiling.

**2. Balancing measures**

SLA 435/500 = 87.00% exceeds the 82% floor; assisted route and authorization safeguards remain in scope.

**3. Residual risk**

Potential false acceptance and channel differences require post-release audit; a zero observed breach is not a zero-risk claim.

**4. Release decision**

Sponsor approves a phased release with immediate rollback authority for unauthorized updates.

**5. Owner, date and next review**

Operations manager accepts the control-plan draft; the project moves to an extended Control observation.

# Transactional CTQ control plan

FICTIONAL RECORD | Selected core decision trail

**1. Metric and denominator**

Primary metric: weekly reworked eligible cases / eligible cases. Preserve unique case IDs and the first-return rule.

**2. Data source and cadence**

Source: approved event extract and reconciled case table. Refresh weekly by channel and in total.

**3. Threshold and owner**

Owner: operations manager; threshold: investigation if a weekly rate exceeds the agreed pilot control threshold or data quality fails.

**4. Containment action**

Containment: check the affected cohort, correct any unauthorized update and route recurrent failures to eligibility and privacy owners.

**5. Review of false signal**

The 30/500 pilot result is a starting observation, not automatically a stable statistical centerline.

# Ownership transfer

FICTIONAL RECORD | Selected core decision trail

**1. Owner and backup**

Service operations manager owns the released form, rule version, weekly rate and SLA dashboard; a deputy is assigned.

**2. Access to dashboard**

Owner can access counts and minimized traces without exporting customer identifiers into the workbook.

**3. Reaction competence**

Owner demonstrates how to investigate a rework rise, pause the new intake rule and restore the approved prior route.

**4. Open issues**

Open issue: compare channel mix and audit false acceptance after the next full operating window.

**5. Acceptance signature and date**

Handover is provisionally accepted with a scheduled 30-day review; no unconditional final closure is recorded.

# Control decision gate

FICTIONAL RECORD | Selected core decision trail

**1. Verified CTQ period**

The pilot outcome is 6.00% rework and 87.00% on time under consistent fictional definitions.

**2. SLA and risk status**

Guardrails did not show a breach in the 500 observed cases, while rare risks still require active monitoring.

**3. Owner acceptance**

The operations manager accepts the monitoring and rollback responsibilities, with a named deputy.

**4. Open exceptions**

Open item: complete a 30-day channel-mix and event-quality review, then review at 60 and 90 days if appropriate.

**5. Closure decision and date**

Decision: extend Control observation before formal closeout. Sponsor and process owner sign the follow-up record.