

8D-REPORT: Call Center Wait Times

Example: Excessive customer wait times

HEADER							
8D-No.	Status	Trigger	Customer	Start	Target	End	K
8D-2024-156	Completed	Customer Complaint	All customers	2024-11-01	2024-11-21	2024-11-20	High

D1 – TEAM			
Role	Name	Department	Contact
Sponsor	Emily Johnson	VP Service	e.johnson@service.com
Team Lead	Robert Davis	Call Center Mgr	r.davis@service.com
Member	Michelle Lee	Operations	m.lee@service.com
Member	James Wilson	IT Systems	j.wilson@service.com
Expert	Dr. Amy Taylor	Analytics	a.taylor@service.com

D2 – PROBLEM DESCRIPTION (5W2H)	
Question	Description
WHAT?	Average wait time exceeds 8 minutes (target: 2 min)
WHERE?	Inbound call center, all queues
WHEN?	Since Oct 2024, especially Mon-Wed peak hours
WHO?	All customers calling support line
WHY?	Customer satisfaction ↓, churn risk ↑
HOW?	ACD reports, customer surveys, complaints
HOW MUCH?	12,000 calls/day affected, CSAT dropped 15%

D3 – CONTAINMENT ACTIONS						
ID	Action	Type	Owner	Due	Status	✓
D3-001	Activate overflow routing	Process Change	Robert	2024-11-02	Completed	Yes
D3-002	Deploy callback option	Process Change	James	2024-11-03	Completed	Yes
D3-003	Extend peak hour staffing	Other	Michelle	2024-11-02	Completed	Yes

D4 – ROOT CAUSE ANALYSIS			
5-Why TUA (Technical Cause of Occurrence)			
No.	Why?	Because...	Cat.

1	Why long waits?	Not enough agents available	Man (People)
2	Why not enough?	High absenteeism rate	Man (People)
3	Why absenteeism?	Burnout from overtime	Man (People)
4	Why overtime?	Understaffed for volume	Management
5	Why understaffed?	Forecast model outdated	Method
– TUA Root Cause:		Workforce planning model not updated for current call volume patterns	
5-Why SUA (Systemic Cause of Occurrence)			
No.	Why?	Because...	Cat.
1	Why outdated?	No regular model review	Method
2	Why no review?	No owner assigned	Management
3	Why no owner?	Organizational gap	Management
4			
5			
– SUA Root Cause:		No defined process for workforce planning model maintenance	
5-Why TUN (Technical Cause of Non-Detection)			
No.	Why?	Because...	Cat.
1	Why not detected?	Weekly KPI review only	Measurement
2	Why weekly?	Report generation delay	Method
3	Why delay?	Manual data compilation	Method
4			
5			
– TUN Root Cause:		Delayed KPI reporting prevented early detection of trend	
5-Why SUN (Systemic Cause of Non-Detection)			
No.	Why?	Because...	Cat.
1	Why manual?	No real-time dashboard	Machine
2	Why no dashboard?	IT backlog	Management
3			
4			
5			
– SUN Root Cause:		Real-time operations dashboard not prioritized in IT roadmap	

D5 – SELECT CORRECTIVE ACTIONS					
ID	Corrective Action	Addresses	Prio	Select	Remarks
D5-001	Update workforce planning model	TUA	High	Yes	
D5-002	Create model governance process	SUA	Medium	Yes	
D5-003	Implement real-time dashboard	TUN	High	Yes	
D5-004	Reprioritize IT roadmap	SUN	Medium	Yes	

D6 – IMPLEMENT CORRECTIVE ACTIONS					
ID	Implementation Task	Owner	Due	Status	Verification
D6-001	Recalibrate forecasting model	Dr. Taylor	2024-11-08	Completed	Model v2.0
D6-002	Assign WFM process owner	Emily	2024-11-05	Completed	Org chart
D6-003	Deploy operations dashboard	James	2024-11-15	Completed	Go-live
Effectiveness Validation		Method	Result		OK?
		Statistical Analysis	Avg wait time 1.8 min sustained for 2 weeks		Yes

D7 – PREVENTIVE ACTIONS					
ID	Preventive Action	Type	Owner	Status	Done
D7-001	Create WFM review calendar	SOP/Work Instru	Michelle	Completed	Yes
D7-002	Supervisor dashboard training	Training	Robert	Completed	Yes
D7-003	Quarterly WFM audit	Audit	Dr. Taylor	In Progress	No

D8 – CLOSURE & LESSONS LEARNED	
Lessons Learned	Team Recognition
Workforce planning requires regular recalibration. Real-time visibility enables proactive management.	Team lunch celebration

⚠️ NOTE: This example is based on fictional data and is for educational purposes only. Any resemblance to actual companies, persons, or events is purely coincidental.