

Evaluate support operations for a fictional B2B software company serving 1,200 customers, handling 950 monthly tickets, with 165 unresolved

Recorded execution evidence

Objective

Evaluate support operations for a fictional B2B software company serving 1,200 customers, handling 950 monthly tickets, with 165 unresolved tickets, 29 overdue high-priority cases, a 19-hour average first-response time against an 8-hour target, and 78% CSAT. Produce an operational recovery assessment identifying backlog exposure, SLA performance gaps, escalation priorities, probable root-cause hypotheses, recommended team ownership, and a phased 30-day improvement plan. Define measurable KPIs for response time, backlog reduction, escalation aging, and customer satisfaction. Distinguish known figures from unverified causes. Do not invent ticket-level evidence, claim improvements have occurred, contact customers, or modify operational systems.

Completion assessment

The completed assessment covers known figures, backlog and SLA exposure, escalation priorities, unverified root-cause hypotheses, ownership, a phased 30-day plan, and measurable KPIs without claiming unverified improvements or taking operational actions.

Recorded task results

1. Develop operational recovery assessment

Status: completed | Iteration: 1

Operational Recovery Assessment

Known operating position

- Customer base: 1,200
- Monthly ticket volume: 950
- Unresolved backlog: 165 tickets, equal to 17.4% of monthly volume
- Overdue high-priority cases: 29, equal to 17.6% of the backlog

- Average first response: 19 hours versus an 8-hour target
- 11 hours over target
- 137.5% above target
- CSAT: 78%

Exposure and priorities

1. Immediate: Triage all 29 overdue high-priority cases; assign an accountable owner and next-action date for each.
2. Next: Segment the remaining 136 backlog tickets by priority, age, customer impact, and dependency.
3. SLA recovery: Reduce first-response time rapidly, prioritizing high-priority and aging tickets.
4. Customer experience: Investigate low-CSAT drivers through ticket categorization and recent interaction review.
5. Capacity control: Prevent new intake from exceeding the team's ability to respond within the 8-hour target.

Probable root-cause hypotheses - unverified

The available figures do not establish causes. Possible hypotheses requiring validation include:

- Insufficient staffing or coverage during peak demand.
- Ineffective prioritization or queue routing.
- High-complexity or dependency-driven tickets.
- Inadequate escalation ownership and follow-up controls.
- Knowledge gaps, recurring product issues, or weak self-service content.
- Inconsistent response practices or limited automation.

No ticket-level evidence was provided to confirm any hypothesis.

Recommended ownership

- Support operations lead: Own recovery plan, daily queue review, KPI reporting, and escalation governance.
- Support team lead: Triage backlog, assign cases, enforce response standards, and manage daily workload balancing.
- Escalation/incident owner: Direct the 29 overdue high-priority cases and coordinate cross-functional dependencies.
- Product/engineering: Investigate confirmed defect or dependency patterns.
- Customer success: Coordinate business-impact context for materially affected customers.
- Knowledge/enablement owner: Address validated repeat issues and documentation gaps.

Phased 30-day plan

Days 1-3: Stabilize

- Produce an authoritative backlog aging and priority view.
- Assign owners and next actions to all 29 overdue high-priority cases.
- Establish twice-daily review of high-priority and SLA-risk queues.
- Pause or defer nonessential work where necessary to protect response coverage.

Days 4-14: Recover

- Run a focused backlog reduction queue for the oldest and highest-impact tickets.
- Rebalance workload by agent and priority.
- Apply consistent escalation rules and aging thresholds.
- Categorize tickets and CSAT feedback to test root-cause hypotheses.

Days 15-30: Prevent recurrence

- Formalize staffing and coverage requirements using observed demand.
- Implement recurring backlog, SLA, and escalation reviews.
- Document validated procedures and recurring issue resolutions.
- Review performance against targets and agree on ongoing ownership.

KPIs and control targets

KPI	Baseline	30-day control target
Average first-response time	19 hours	?8 hours
Backlog volume	165	Decreasing weekly; target a minimum 25% reduction to ?124, subject to new-ticket inflow
Overdue high-priority cases	29	0 unowned; aging reviewed daily; sustained reduction
Escalation aging	Not provided	Track age of every escalation; assign owner and due date to 100%
CSAT	78%	Improve from baseline; set a numeric target after segmenting response volume and survey mix

Targets should be treated as management goals, not achieved results. No operational changes or improvements have yet been confirmed.

2. Define support recovery KPIs and controls

Status: completed | Iteration: 1

Support Recovery KPIs and Controls

Known baseline

- Monthly tickets: 950
- Unresolved backlog: 165, or 17.4% of monthly volume
- Overdue high-priority cases: 29
- Average first response: 19 hours versus an 8-hour target
- CSAT: 78%

Causes, ticket-age distribution, staffing capacity, escalation ages, and survey volume are not provided and require validation.

KPI definitions and target logic

KPI	Definition	Baseline	30-day target/control
Average first-response time	Mean elapsed time from ticket creation to first substantive agent response; report separately by priority and overall.	19 hours	Progress toward ?8 hours. Track daily; require weekly improvement.
First-response SLA attainment	Percentage of eligible tickets receiving a first response within 8 hours. This is preferable to relying only on the average.	Not provided	Establish baseline in Days 1-3; target sustained improvement toward ?90%, subject to validation of capacity and ticket mix.
Backlog volume	Number of unresolved tickets at a fixed daily cutoff.	165	Reduce by at least 25% to ?124, while accounting for new intake.

Net backlog change	Opening backlog + new tickets ? resolved tickets.	Not provided	Must be negative each week; track both gross closures and net change.
Escalation ownership coverage	Percentage of escalations with a named owner, next action, and due date.	Not provided	100% of escalations, especially all 29 overdue high-priority cases.
Escalation aging	Age from escalation creation to current time or closure; report median, oldest case, and count past due.	Not provided	Establish age bands in Days 1-3; daily reduction in overdue cases, with no unowned cases.
CSAT	Positive survey responses divided by total valid survey responses, with response count and survey mix reported.	78%	Improve from baseline; set a numeric target after validating sample size and segmentation.

Target logic

- The 8-hour response target is the governing SLA; average response time alone can conceal breaches, so SLA attainment must also be monitored.
- The backlog target of ?124 represents a 25% reduction from 165. It is a management goal, not a confirmed forecast.
- Escalation controls should prioritize ownership and next action immediately, then reduce age and overdue volume.
- CSAT targets should not be finalized until survey volume, response bias, ticket category, and priority mix are known.

Monitoring cadence and ownership

Daily

- Support team lead: Review response-time SLA risk, backlog aging, workload distribution, and new high-priority tickets.
- Escalation owner: Review every overdue high-priority case; confirm owner, next action, dependency, and due date.
- Support operations lead: Publish a concise KPI dashboard and flag exceptions.

Twice weekly

- Review backlog movement: opening count, new tickets, resolved tickets, and net change.
- Review escalation age bands and cases without recent activity.
- Rebalance staffing or queue assignments based on observed demand.

Weekly

- Support operations lead: Report KPI trends against baseline and 30-day targets.
- Support team lead: Review first-response performance by priority and agent/team.
- Customer success/product/engineering: Review validated patterns causing customer impact or cross-functional dependency.
- Review CSAT by ticket type and priority, without attributing causes until evidence is available.

30-day control sequence

1. Days 1-3 - Establish control: Create authoritative KPI definitions, aging views, ownership fields, and baselines for SLA attainment and escalation aging.
2. Days 4-14 - Recover: Focus capacity on overdue high-priority cases and oldest backlog; monitor KPIs daily and rebalance work.
3. Days 15-30 - Sustain: Validate root-cause patterns, formalize weekly reporting, and confirm ongoing ownership and targets.

No improvements are claimed to have occurred; these are proposed controls and targets only.

3. Complete the missing final phases of the support recovery assessment

Status: completed | Iteration: 2

Support Operations Recovery Assessment

1. Known operating position

- Customers: 1,200
- Monthly ticket volume: 950
- Unresolved backlog: 165 tickets, or 17.4% of monthly volume
- Overdue high-priority cases: 29, or 17.6% of the backlog

- Average first response: 19 hours versus an 8-hour target
- 11 hours over target
- 137.5% above target
- CSAT: 78%

Ticket-age distribution, staffing capacity, escalation ages, first-response SLA attainment, survey volume, and ticket-level evidence were not provided.

2. Operational exposure and priorities

1. Critical escalation exposure: The 29 overdue high-priority cases require immediate ownership, next actions, dependencies, and due dates.
2. Backlog exposure: The remaining 136 tickets require segmentation by priority, age, customer impact, and dependency.
3. SLA gap: The 19-hour average indicates material risk against the 8-hour target, although average response time alone does not establish the percentage of tickets breaching SLA.
4. Customer experience risk: A 78% CSAT baseline warrants analysis by ticket type, priority, and survey response volume.
5. Capacity risk: New-ticket inflow may continue to offset backlog reduction unless response capacity and workload are monitored.

3. Root-cause hypotheses - unverified

The available figures do not prove causation. Hypotheses requiring validation include:

- Insufficient staffing or peak-period coverage
- Ineffective prioritization or queue routing
- High-complexity or dependency-driven tickets
- Weak escalation ownership and follow-up controls
- Product defects or recurring technical issues
- Knowledge gaps or inadequate self-service content
- Inconsistent response practices or limited automation

No ticket-level evidence has been supplied to confirm these causes.

4. Recommended ownership

Area	Recommended owner
Recovery plan, reporting, governance	Support operations lead

Queue triage, assignment, workload balancing	Support team lead
29 overdue high-priority cases	Escalation/incident owner
Confirmed product or engineering dependencies	Product/engineering
Customer-impact context	Customer success
Validated recurring issues and documentation	Knowledge/enablement owner

5. Phased 30-day recovery plan

Days 1-3: Stabilize

Actions

- Create an authoritative backlog aging and priority view.
- Assign an owner, next action, dependency, and due date to each of the 29 overdue high-priority cases.
- Establish twice-daily reviews for high-priority and SLA-risk queues.
- Establish baselines for first-response SLA attainment, escalation aging, new intake, and resolution volume.

Owner: Support operations lead and support team lead, with escalation owner.

Checkpoint: End of Day 3.

Exit criteria

- 100% of overdue high-priority cases have an accountable owner and documented next action.
- KPI definitions and reporting cutoff are agreed.
- Baseline data gaps are explicitly recorded rather than estimated.

Days 4-14: Recover

Actions

- Prioritize the oldest and highest-impact backlog tickets.
- Rebalance work by priority, age, complexity, and available capacity.
- Apply consistent escalation thresholds and review cases without recent activity.
- Categorize tickets and CSAT responses to test root-cause hypotheses.
- Track opening backlog, new tickets, resolutions, and net backlog change.

Owners: Support team lead; escalation owner; support operations lead for reporting.

Checkpoint: Day 7 and Day 14.

Exit criteria

- Weekly net backlog change is negative, or the variance is documented with a corrective action.
- All escalations have an owner, next action, and due date.
- Initial root-cause findings are labelled as validated, inconclusive, or unverified.
- Response performance is reported by priority, not only as an overall average.

Days 15-21: Institutionalize controls

Actions

- Convert validated patterns into documented triage, escalation, and response procedures.
- Define staffing and coverage requirements using observed demand and SLA performance.
- Establish a recurring backlog and escalation review with named participants.
- Identify confirmed cross-functional dependencies and assign product, engineering, or customer-success owners where applicable.
- Review whether the ?124 backlog target remains realistic based on actual inflow and resolution capacity.

Owners: Support operations lead; support team lead; product/engineering and customer success for confirmed dependencies.

Checkpoint: Day 21.

Exit criteria

- Documented procedures exist for priority assignment, escalation, and aging review.
- Coverage recommendations are evidence-based and clearly separated from assumptions.
- No escalation lacks an owner or next action.
- Management has a documented decision on capacity, routing, or process changes.

Days 22-30: Validate and sustain

Actions

- Review KPI trends against baseline and 30-day targets.
- Reconcile backlog movement: opening backlog, new tickets, resolved tickets, and closing backlog.
- Review escalation age bands, oldest case, overdue count, and unresolved dependencies.
- Segment CSAT by ticket type and priority, including response count and survey mix.
- Confirm ongoing owners, reporting cadence, and exceptions process.
- Produce a Day 30 recovery report distinguishing achieved results, pending actions, and unresolved risks.

Owners: Support operations lead, with support team lead and escalation owner.

Checkpoint: Day 30.

Exit criteria

- Average first-response time is at or moving toward ?8 hours, with first-response SLA attainment reported separately.
- Backlog is ?124, or the gap is quantified and accompanied by an approved recovery forecast.
- 100% of escalations have ownership and next-action data.
- Escalation aging is reported by median, oldest case, and overdue count.
- CSAT is measured against the 78% baseline with valid sample-size and mix context; a numeric improvement target is set only if the data supports it.
- Ongoing governance and ownership are formally assigned.

6. KPI framework

KPI	Baseline	Target/control
Average first-response time	19 hours	Progress toward ?8 hours
First-response SLA attainment	Not provided	Establish baseline Days 1-3; work toward ?90%, subject to validation
Backlog volume	165	Minimum 25% reduction to ?124
Net backlog change	Not provided	Negative each week
Escalation ownership coverage	Not provided	100% have owner, next action, and due date
Escalation aging	Not provided	Track median, oldest case, age bands, and overdue count daily
Overdue high-priority cases	29	Immediate ownership for all; sustained reduction target established after aging baseline
CSAT	78%	Improve from baseline; set numeric target after validating survey volume and mix

These are proposed controls and management targets, not confirmed outcomes. No improvements, customer contacts, ticket-level findings, or system changes are being claimed.

AI synthesis status

Executive synthesis unavailable: Request timed out.