

**Date:**

**Topic: Implementing measurements**

**How did you accomplish this topic during your implementation?**

Nortel business has been influenced for years by the RQMS standard. Given the similarity of most of the RQMS measures and the TL 9000 measures, Nortel just naturally evolved to adopt the TL 9000 standard. Probably the biggest challenges we have had was convincing our non-US customers that RQMS/TL 9000 is a good thing for them. Once we engage our customer and explain what TL 9000 is all about, we have very little trouble using TL 9000 methods to report the health of there networks and services.

**What resources/tools/vendors were used to accomplish this task?**

N/A

**Was there any benchmarking activity?**

N/A

**What lead you to use this method?**

N/A

**What worked and what didn't work?**

N/A

**What recommendations do you have for others attempting to use your method?**

Ensure that the implementation is not just another IT project. Also, ensure the quality team is tightly coupled to the business units involved. Finally, be flexible; if a given business unit does not see value in a particular measurement don't force them to report. The reason for business units not reporting is usually because they lack the process to collect the necessary information. Over-time, market pressures will prevail and force groups to effectively measure their quality.

**How did you measure the effectiveness of this method?**

N/A