Date: November 7, 2003

Topic: Senior Leader Roles and Management Review (Documentation for both together since the answers are interdependent)

How did you accomplish this topic during your implementation?
Juniper Networks is in the process of implementing TL 9000 with expectations of obtaining registration in early 2004. They are a relatively small company with about 1500 employees. They were not previously registered to ISO and are implementing both ISO 9000:2000 and TL 9000 simultaneously. One of the main issues with their implementation early on was that their senior leaders did not appreciate the extent of involvement, participation and messaging to the rest of the organization required of them by the TL 9000 standard. They, at first, committed their support and buy-in, but then left the details of the implementation to others. As a result, the implementation efforts at first were difficult with people in the company thinking that this was an extra effort over and beyond "real work". Thus it was difficult for people to allocate resources to the extent needed for something they viewed as "extra".

To remedy this, and in recognition of the need to ensure the registration schedule was not compromised (already made contractual commitments to customers), the CEO took on the role of management representative and owner for the QMS. This added credibility and support from all parts of the organization. The CEO is an active leader and is personally driving the implementation. He has engaged the rest of the senior leaders to understand the priority of TL implementation due to customer commitments, and to see their role in driving the implementation as a revenue commitment. As they are becoming more personally involved, they are also starting to see the value of TL 9000 to bring efficiency to the organization over their former operational mode.

Involvement of senior leaders includes: full participation in management review; participation in all TL 9000 training classes; resource allocation to ensure effective implementation; and communication of their participation and support through training classes and all hands meetings. To ensure integration with other business objectives and plans, the senior leaders developed the Quality Plan and objectives as a part of the annual Management By Objectives business plan (MBO). The Quality Objectives are published as the 2004 quality scorecard.

Management review also went through an evolution because of the evolving realization and acceptance of the senior leader role and responsibilities. Their approach was to work with the CEO, leverage other existing performance review meetings, and incorporate the management review contents into those rather than schedule separate sessions. The idea was that this would facilitate integration of TL 9000 reviews with the rest of the business. At this point management reviews are monthly and focus on implementation issues. Once registration is obtained, they will become part of the quarterly business performance reviews. The CEO facilitates these management reviews.

What resources/tools/vendors were used to accomplish this task?
Only internal.

Was there any benchmarking activity?

No

What lead you to use this method?
The misunderstanding on the senior leader's part as to the full scope of their roles and responsibilities was stalling the original efforts at implementation.

What worked and what didn't work?
See above.

What recommendations do you have for others attempting to use your method?
Ensure up front that senior leaders really understand, buy-in and are really willing and able to fully and actively participate in the implementation. Otherwise the implementation will become stalled. Have senior leaders get their TL training early and have them benchmark or talk with other leaders from other companies on the full scope and extent of senior leaders roles, responsibilities and expectations.

How did you measure the effectiveness of this method?
Completed the implementation and successfully registered to TL 9000 in the timeframe committed to our customer.