Date: October 17, 2003

Topic: Measurements and Reporting to UTD

How did you accomplish this topic during your implementation?
- Raw data for TL metrics are collected at the product level within the units
- Data is provided to a central group for consolidation and reporting to UTD. This group consists of 3 people. They also do all the RQMS metric reporting and customer-specific metric reporting, including up to 35 different reports that are done centrally.
- Alcatel has a website (open to all employees) that shows their Key Performance Indicators (select TL 9000 metrics, plus some other things they track (i.e., delivery performance, forecasting accuracy, inventory turns, etc.). The remainder of TL metrics is published within the applicable units.
- Alcatel uses the UTD comparative metrics data in setting targets, but they compare themselves to the average and don't use the high and low extremes, which can be misleading. Although once the "smoothing" algorithms are implemented in December, 2004, they will be able to use the high performance comparison as well

What resources/tools/vendors were used to accomplish this task?
There is a central group of three people who provide submissions to UTD and handle other metrics-related activities. The people collecting the data in the field do this as part time and part of their normal responsibilities. Website technology is used to publish the results internally.

Was there any benchmarking activity?
No

What lead you to use this method?
See the above answers

What worked and what didn't work?
- It was hard to get people to change how they collected and calculated metrics, and this happens every time new units are acquired or merged in. However Alcatel finds having a common language and common calculation helps.
- It is better to have one point of contact for submitting to UTD to be able to keep track of submissions and to monitor how people are using counting rules to ensure consistency.
- The difficulty has been with downsizing and having fewer resources to keep the metrics up to date and ensure accuracy in counting rules etc.

What recommendations do you have for others attempting to use your method?
Go with a single point of contact for UTD submission—it makes everything less complicated and easer to manage

How did you measure the effectiveness of this method?
Informally.