Date: December 16, 2003

Topic: Measurements-Setting Measurement Goals and providing results to customers

How did you accomplish this topic during your implementation?
Lucent is changing from a totally decentralized measurement reporting and collection approach to a semi-centralized approach. This is in line with their registration consolidation efforts. With this approach, collection of raw data will still be handled locally, but aggregation of the data and reporting to UTD will be centralized. In addition, there is a member of the Lucent Performance Excellence Organization (formerly Lucent Global Quality Office) that is a dedicated TL 9000 measurement SME to:
- Answer questions
- Ensure consistency of counting rule applications
- Interface with UTD
- Lead a cross-Lucent measurements team aimed at improving the consistency of data collection across the company.

What resources/tools/vendors were used to accomplish this task?
None beyond normal job requirements

Was there any benchmarking activity?
No

What lead you to use this method?
Move toward a consolidated Lucent TL 9000 registration

What worked and what didn't work?
- Centralized measurements collection and reporting structure is better as it ensures consistency in counting rule application, reduction in any overlaps and redundancies, economies of scale and efficiencies, and a consistent interface to QuEST and UTD – but you need commitment up front (from the top).
- A totally decentralized approach to data collection and measurement reporting can lead to overlaps, double counting, inconsistent application of counting rules, duplicate data collection, inconsistent data collection methods from the same system and loss of any economies of scale in a large company.

What recommendations do you have for others attempting to use your method?
- <u>Measurement Planning</u> – measurement may be your longest lead item to implement.
- Need to figure out early what you'll be measuring, where to get it from, etc.
- Can't be left to the last thing – should be one of your first (identify the people who will understand the measurement requirements, -- to start to marshal the data sources so you have it when you need it.

- <u>Centralization of measurement knowledge and expertise is KEY.</u>   There needs to be someone who really understands the measurements and counting rules as well as the internal data source systems. This needs to be a centralized person to ensure consistency in interpretation of the measurement definitions, consistency in counting, and elimination of redundancy in collection and tools, etc.

How did you measure the effectiveness of this method?
Perceived value of the measurements and improvements in the data to make progress toward goals