

Date: December 17, 2003

Topic: Subject Matter Expert Support

How did you accomplish this topic during your implementation?

Lucent has a hybridized approach to TL 9000 subject matter expertise. They have a few people in the centralized global quality organization that act as overall SMEs for TL 9000 for the whole company. These people are mainly working on Lucent-level initiatives like consolidating all the registrations, metrics reporting etc., and participating in the QuEST Forum. There's also a large distributed quality network. Each unit has their own quality people who serve as SMEs in the units and manage the implementation and maintenance of the QMS. These people are the owners/program managers for implementation in the units and managing the day-to-day TL operations. Each product group has some expertise, prime contact, but people wear different hats (responsibilities for TL, among others).

One function that is definitely centralized (with the consolidation of the registrations) is the reporting of measurement data to UTD. 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, and 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?

Use the existing TL 9000 resources

Was there any benchmarking activity?

Yes, with Alcatel and Nortel

What lead you to use this method?

See the above answers

What worked and what didn't work?

This balance of centralized versus decentralized support works for Lucent. It fosters ownership in the units for the QMS and allows for centralized support, consultation and the ability to share cross-organizationally.

Having only SMEs centralized in the headquarters can, over time, cause them to become out of tune with what is happening in the units and as a result become stale.

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

Keep a single point of contact for metrics submission. One place for submission to UTD really simplifies the submission and confirmation processes, facilitates a single web site to review and track metrics and submissions

Understand the organization's limitations with trying to implement a QMS. Don't try to build the "Cadillac" of QMS's right away. Look at the minimum requirements and the gaps that need to be filled and do that first. Then enhance with more advanced features in a phased approach.

How did you measure the effectiveness of this method?

Informally