

Date: October 17, 2003

Topic: Subject Matter Expert Support

How did you accomplish this topic during your implementation?

Nortel has a Global Quality Organization (GQO with 50 people). They serve as subject matter experts (SMEs) that support entire company. The majority internal auditing provided to certain units is done out of this group. The GQO owns the audit process and ensures compliance via a cross-unit audit team. The corporate office serves as the "glue" to sew stuff together that happens in the units. The centralized metrics team is in the corporate office. The Corporate office plays the role of SME, interpreter of the standard, TL 9000 consultant, and provides/makes connections across the units to facilitate replication and best practices. The corporate group also owns quality strategic direction and is responsible for getting the buy-in of the units.

There's distributed quality network in addition to the GQO. Each unit has their own Quality Primes. These people are the owners/program managers for implementation in the units and manage the day-to-day TL operations. Each product group has some and expertise, prime contact, but people wear different hats (responsibilities for TL, among others)

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

Use the existing TL 9000 resources

Was there any benchmarking activity?

No

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 them. It fosters ownership in the units for the QMA and allows for centralized support, consultation and the ability to share cross-organizationally.

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, and enables a single web site to review and track metrics and submissions

How did you measure the effectiveness of this method?

Informally