



Raising Standards. Bridging Technologies. Building Value.

**QuEST Forum Newsletter
January 2009**

Message from the Chairs

The overarching opportunity for QuEST Forum in 2009 is the chance to provide the resources suppliers and service providers need as they strive to succeed in their rapidly evolving environment. However, there is no time to waste. The rapid pace of change demands that QuEST Forum utilize its strong foundation and vigorously pursue innovative and effective solutions for the current quality environment. As the past illustrates, the success of QuEST Forum's efforts is guaranteed by its collaborative and inclusive nature, as well as the combined knowledge and expertise of its members. If you are not already a member or actively participating in QuEST Forum, we invite you to join us in navigating and shaping the face of quality today in the telecommunications industry.

Fraser Pajak , Vice President, National Network Assurance
TELUS Communications
2009 Chair

Ron Ostrowski, Executive, Strategic Operations
Cisco Systems, Inc.
Chair Emeritus

2009 Member Representative Directors

We are honored to present the Member Representative Directors for 2009.

Member Representative Director, Supplier

Bryan Glutting
President and CEO
ACS Solutions

Member Representative Director, Service Provider

Joan Lynn
Consulting Analyst, TNO Transformation Team
TELUS Communications

Please see Executive Board Major Project #1 for a listing of the Member Representative Directors' duties.

2009 Membership Dues

Membership dues for 2009 were due 1 January 2009 and will be considered late 1 April 2009. If you have any questions about your dues, please contact accounting@questforum.org .

The Value of Membership

Whether your company is just starting down the quality path or implementing a mature business excellence model, QuEST Forum offers the support you need to achieve continuous improvement and bottom-line business results.

TL 9000 Support –*Improve* organizational excellence by implementing and achieving practical results such as increased productivity, enhanced customer relations, reduced costs, and improved service reliability. QuEST Forum provides members with no-cost data registration, training discounts, and easy access to certified registrars, trainers, and auditors.

Work Groups and Events – *Grow* your business connections and sales relationships as you network with customers, peers, and suppliers. QuEST Forum provides many opportunities for you to participate in events, contribute your expertise to work groups, influence the development of standards, share best practices, interact with global colleagues and gain insights from subject matter experts.

Best Practices Information and Events – *Excel* in business by learning from your peers about best practices and how to implement them. QuEST Forum helps you discover and share industry best practices by facilitating a variety of global conferences and events, and providing online access to a knowledge library of presentations, articles, and research.

Performance Data Reports (PDRs) –*Learn* about your company's performance by benchmarking your results and reviewing industry data. The PDRs will help identify key metrics and locate the performance and comparative data you need to increase the quality of products and processes across your organization.

"We have been very pleased with the rewards of our QuEST Forum Membership and our involvement in the TL 9000 Studies. Having an active presence on the Executive Board and being involved in the Work Groups has facilitated Huawei's interaction with peers and subject matter experts. With our global presence, we needed an avenue in the quality area that allows us to meet industry professionals and executives, to contribute to quality improvement of the industry and TL9000, to build solid relationships and to share our goal of providing top quality products and solutions. QuEST Forum membership has allowed us to do this and has proved extremely valuable in today's high tech and global markets."

Dr. Li Yingtao,
President of Central Research and Development
Huawei Technologies, 2008

QuEST Forum introduces Network Operation Center(s) Benchmarking for Service Providers

Call for Service Provider Participants - In today's competitive telecommunications environment, there is a continual emphasis on delivering exceptional service while keeping costs down. Telecommunications service providers worldwide are challenged to deliver innovative, high quality services during a time of rapidly changing requirements and continuing cost pressures. To satisfy increasingly sophisticated customers and their requirements, service providers are

going to great lengths to create new services, reduce lead times, improve network availability, and enhance quality of service including reducing network outages.

As telecommunications service providers continue to create and implement innovative creative customer solutions, there is a serious need to understand the business performance of these services and to understand whether these products and services are competitive relative to their peers. This need to know generates questions such as:

- What is best in class performance?
- How do you measure best in class performance?
- How is my company performing relative to best in class?

Answers to these and other questions can be determined through a collaborative process known as benchmarking. QuEST Forum has established a Benchmarking Program specifically for service providers. Service providers routinely monitor, collect, and analyze metrics associated with their internal operations' functions, and processes. Using the TL 9000 performance data submission process as the starting point, this benchmarking program will allow service providers to submit data with complete confidence that the data collected will be treated confidentially. Since there is no current commonly accepted set of reporting metrics, this program will allow participating service providers to develop, define, and use a standard set of performance metrics acceptable by all participants.

This benchmarking program is offered to service providers globally. It is intended to measure the end customer experience (QOE – Quality of Experience) or at least network performance that potentially impacts end users. This information will provide valuable information to participating service providers on their standing compared to “Best in Class” in the selected study areas. Improvements by all companies through this process is expected

This is a call for interested service providers to join in this new and exciting program. If your company is interested in participating in the initial metric set-up and definition for this program, please contact Don Irvine at dirvine@questforum.org and you will be added to the growing list of participating service providers. Please see the update on Executive Board Project #6 for more information.

“State of the Forum” Conference Call

You are cordially invited to attend the “State of the Forum” conference call on 10 February 2009 at 8:00 am – 9:00 am (Central). **Please RSVP by 3 February 2009** to information@questforum.org

Presented by the 2009 Chair, Fraser Pajak, TELUS Communications and the COO of QuEST Forum, Don Pickens, the call will review the events of 2008 and examine the opportunities and challenges 2009 holds for QuEST Forum. This conference call is the first update on QuEST Forum in 2009. Updates will continue throughout the year and will be presented at the regional Best Practices Conferences. All members are encouraged to have at least one representative attend the call.

The presentation will be available on-line for download prior to the call so that the participants can follow along.

Dial-in: 1-866-365-4406

Passcode: 3458283

[Click here](#) to download the international equivalents of the toll-free dial-in number.

Save the Dates – 2009 QuEST Forum Events

Leadership Summit and Work Group Meetings

9 - 13 February 2009

Dallas, Texas, USA

Leadership Council and Work Group Meetings

18 - 21 May 2009

Chicago, Illinois, USA

EMEA Best Practices Conference

22 – 25 June 2009

Paris, France

Americas Best Practices Conference and Work Group Meetings

21 – 25 September 2009

Orlando, Florida, USA

APAC Best Practices Conference

19 - 22 October 2009

Shanghai, China

Leadership Council and Work Group Meetings

9 - 12 November 2009

Scottsdale, Arizona, USA

EMEA Best Practices Conference

Start making your plans to participate in the EMEA Best Practices Conference. This year the conference will be held in Paris, France, 22 – 25 June at the Renaissance Paris Hotel La Defense. There will be a full slate of events including Keynotes from Fraser Pajak, QuEST Forum's Executive Board Chair, and other industry executives, workshops, and best practices speakers and panels. Topics include:

- Making the Most of Your QuEST Forum Membership
- Getting the most out of your PDR's
- Extending TL 9000 outside the Network Infrastructure (e.g. Managed Solutions, IPTV, Media Content, Convergence, Next Generation services, etc.)
- Environmental Issues (Sustainability, Green Operations, etc.)
- Benchmarking Network Operation Centers

Look for more information coming soon on sponsorship opportunities, speaking opportunities, and workshop topics.

2009 Sponsorship Opportunities

- Demonstrate your organization's continual quest for quality.
- Interact with peers, customers and suppliers in a collaborative and congenial atmosphere.
- Support QuEST Forum and the global telecommunications industry.

QuEST Forum Members and conference attendees consistently testify that the business they gained through networking at QuEST Forum Conferences exceeded their expectations.

[Sponsorship Levels and Corresponding Benefits](#) *

Sponsor multiple events and receive a discount. The discount is determined by the level of sponsorship and the number of events sponsored. [Click here](#) to access the online sponsorship calculator to see how much you can save. Sponsorship packages can also be tailored to meet your desired level of exposure and expenditure. Sponsors have already begun to commit for 2009. Do not miss the opportunity to demonstrate your organization's dedication to quality while marketing to an audience specifically interested in your products and services.

To commit to sponsor in 2009 or for more information on sponsoring or to design a custom sponsorship package, please contact Rebecca McVeigh at +1 972-423-0268 or via email at rmcveigh@questforum.org.

* Sponsorship opportunities are also available for the Work Group Meetings. Please contact Rebecca McVeigh for details.

Executive Board Project Updates

Executive Board Project #1 – Operational Efficiencies

Work continues in implementing the ASABA Group recommendations addressing QuEST Forum Operational Efficiencies. Completed projects include the creation of an enterprise-wide project management system, the establishment of a QuEST Forum Product Development Roadmap, and updating the QuEST Forum Strategic Marketing Plan including the development of new marketing collateral. Development and deployment of a new Customer Relationship Management (CRM) system is under way and due to be completed at the start of the year.

The Balanced Scorecard has been reviewed and a new one for 2009 is nearly completed. Modifications include tying the project management deliverables of the Work Groups and Regions to the Project Management Tool in order to report accurate and timely updates to their progress. In addition, the Executive Board Projects deliverables will be added to the metrics, as well as more detailed metrics on QuEST Forum staff and UTD performance.

The team will be working with the current Executive Board Chair and Vice Chair on the roles of the new Member Representative Directors. The Member Representative Directors as representatives of their constituent segments will operate independent of the Executive Board as part of the Leadership Council. These individuals will be considered to be in an advisory capacity with no direct oversight or management of QF operations. The responsibilities of these individuals will be to:

- Support Executive Board Chair, Vice Chair and Chief Operating Officer
- Work with Director of Product Development, COO, and Leadership Council to ensure that the solutions, projects, priorities and direction represent the interests and deliver the value required by member constituents
- Participate in Strategic Planning process

- Develop network of informal advisors/thought leaders within member segment to support product development and event preparation requirements planning
- Team with Member Development Specialist to create outgoing member contact and engagement strategy and execution plan
- Support Regional Hub member recruitment & TL Registration efforts including potential member discovery and customized member value development planning
- Monitor the Working Committee election process to help solicit a broad range of candidates
- Work with existing Leadership Council members to help develop future leadership by soliciting individuals for sub-team membership and leadership

Operational Efficiencies Leads:

Don Pickens, COO, QuEST Forum, dpickens@questforum.org

Rob Darden, Executive Director, QuEST Forum, robdarden@questforum.org

Executive Board Project #3 – Membership and TL 9000 Registrations

This project has reached its GREEN goal recruitment level objectives end of December 2008.

Green Goal	Status
1. Identify the top 20 strategic tier 1 & 2 companies for QuEST forum membership	219 identified
2. Recruit 10 new tier 1 & 2 strategic members into QuEST	10 recruited
3. Identify the top 10 small companies for QuEST forum membership	60 identified
4. Recruit 5 small companies members into QuEST	5 recruited
5. Identify the top 20 companies to be TL 9000 certified.	131
6. Add 10 new strategic companies to be TL 9000 certified	10*
7. Insure each hub has a top 20 list loaded in data base	20

The Project has partially reached its Blue goal status.

Blue Goal	Status
8. Recruit 20 new tier 1 & 2 strategic members into QuEST	13
9. Recruit 10 small companies members into QuEST	8
10. Add 15 new strategic companies to be TL 9000 certified	66*
11. Updated data base in all regions	Total 279 identified

Each hub has recruited new candidates for membership and certification during the year 2008. The project leaders are

thankful to all tiger team members and look forward for their continued support in 2009. The 2009 objective of this project is to continue with a focus on 'Member retention and expansion with TL9000 growth' and is in the planning stage.

Membership and TL 9000 Registration Leads:

Dave Ayers, Nortel, dayers@nortel.com

Dave Stahl, Tellabs, david.stahl@tellabs.com

JoAnn Brumit, KARLEE, jabrumit@karlee.com

Member Participation Initiative

The tracking tool that will be used to calculate participation is now complete. 2007 and 2008 data from Q1, Q2, and Q3 has been completed, with participation numbers by company in the following areas; Annual/Regional Conference(s), Executive Board, Leadership Council, Workgroup, Sponsorship, Hub, and Other. 2008 data includes sub-team participation as well.

In order to identify target companies where the team should focus its attention for increased participation, a weighting has been established to evaluate the significance of the many opportunities to participate in QuEST Forum. After reviewing the results of the data collected to-date, the initial list of target companies has been identified.

The team has held meetings with the America's Hub leadership team in the recent weeks. As a result of those meetings, a webinar was conducted to reintroduce non-participating companies to the many opportunities of QuEST Forum. Our next steps are to continue to refine the target list of companies further based on length of membership, utilize the established Peer Guide program to assign individual peer guides to the refined target list, and conduct one-on-one calls after the first of the year with each of these companies. In addition, we have initiated dialogue with the new EMEA leadership team and will be having further discussions soon.

Member Participation Leads:

Ed Rohlf, ADTRAN, ed.rohlf@adtran.com

Trevor Putrah, KGP Telecommunications, taputrah@kgptel.com

Executive Board Project #5 – Performance Data Reports

Progress continues on this initiative's three-part plan to improve performance data reports: 1) Improve PDR accuracy 2) Maximize PDR usage value (see accompanying article) 3) Expand PDR scope.

In the area of improving PDR accuracy, a QuEST Forum initiative to further enhance data entry checking to identify and correct potential data errors before inclusion in the Measurements Repository System maintained by The University of Texas at Dallas, has been completed and trialed. The result of this initiative is an "Advisor" software application that will notify TL 9000 data submitters with "advisories" indicating a potential data integrity issue that should be investigated. It is anticipated that the Advisor software will be slowly rolled out over the next few months, starting with one product category. An alert will be published describing what will be required of organizations certified in the selected product category.

It should be noted that the existence of an advisory does not prevent the data from being successfully submitted. However, Organizations will be expected to review any advisories identified and verify integrity of the submitted data. If errors are found, the Organization's data would be corrected and resubmitted. Also, during registration and surveillance audits, the registrar will be expected to follow-up with the organization to insure data integrity, as appropriate, for any measurement flagged with an advisory.

Stay tuned for an "Alert" on this subject. The Forum will start slow with this initiative because of its implications to

certified organizations. Lessons learned and suggestions for improvement will be implemented and further "Advisor" software roll-out would be communicated through future alerts. There is no doubt, that once rolled out, data accuracy will be improved. Some benchmark studies have already shown that had the "Advisor" software been in effect in the past, some of common data input errors would have been identified.

As always, if you are interested in joining the PDR evaluation team, feel free to contact any of us.

Project #5 Executive Board Leads:

Ken Koffman, BigBand Networks, ken.koffman@bigbandnet.com

IGQ Co-Chair/PDR Evaluation Subteam Lead:

John Wronka, Alcatel-Lucent, jwronka@alcatel-lucent.com

Executive Board Project #6 – Network Reliability

This is a new project for 2009. The intention of this initiative is to develop a set of service provider metrics to enhance the TL 9000 Quality Management System (QMS). These enhancements will measure quality and services as managed by Network Operations Centers (NOCs) and/or Network Reliability Centers (NRCs).

This initiative will recruit several operators globally in a benchmarking study. Our goal is to engage the service provider membership in all the regions: Americas, APAC and EMEA.

Major Project #6 should result in the following:

- Enhancements to the TL 9000 Quality Measurement System (QMS)
- Encourage increased member participation with the inclusion of the Network Operations units within the Service Provider member category
- Provide new TL 9000 registration opportunities
- Raise the standards of IT, IP/Data and Legacy Network Management for the service provider community
- Provide a benchmark study for network management
- Provide new product offerings and marketing opportunities for QuEST Forum
- Enhance Product Category #9 with additional measurements and requirements (Product Categories table)

This project is broken into the following phases:

Phase 1 – Develop a White Paper or Executive Briefing. This document will be used to engage senior level leaders in a service provider's operations unit.

Update: This document is currently being finalized. The draft has been socialized with key regional and workgroup leaders and QuEST Forum staff. Once the document has been sent, an executive level conference call will be scheduled.

Phase 2 – Identify at least 5-15 companies to participate and begin the NRC benchmark study.

Update: The following service providers have expressed interest in participating:

- AT&T
- British Telecom
- China Mobile Group
- China Telecom
- France Telecom
- Optus

- Qwest Communication
- Reliance
- Tata Group
- TELUS Communications
- T-Mobile
- Verizon Communications Inc.
- Vodafone

Phase 3 – Publish study results. Incorporate into the Measurements and Requirements TL handbooks.

Update: Not yet started.

Phase 4 – Add more Network Centers for benchmarking. Begin studies. Have core team make suggested additions to TL 9000 Measurements and Requirements Handbooks.

Update: Not yet started.

Phase 5 – Find and/or develop centers of excellence in network operations. Once these centers of excellence are identified, develop training on managing world class network centers. This should be a value added service and revenue source for QuEST Forum.

Update: Not yet started.

Project #6 Executive Board Leads:

Fraser Pajak, TELUS Communications, fraser.pajak@telus.com

Amador Lucero, Qwest, amador.lucero@qwest.com

Pierre Cyr, Alcatel-Lucent, pierre.cyr@alcatel-lucent.com

Tim Harden, AT&T, th8261@att.com

Executive Board Project #7 – Engaging the Regions

This project will proactively work to more fully engage QuEST Forum’s regional hubs. The initial efforts will be to have the hubs focus on recruiting new members to be hub leaders and members and promote the regional Best Practices Conferences. The ultimate goal of the project is to leverage the core competencies of the regions and increase their participation in the Work Groups and other QuEST Forum activities. This will improve QuEST Forum’s products and services. The keys to success include the presence of regional champions as well as senior level involvement within the regions, the identification of Work Group mentors, the development of value propositions specific to each region, and the engagement of the necessary government entities.

Project #7 Executive Board Lead:

Kevin Calhoun, Corning Cable Systems, kevin.calhoun@corning.com

TL 9000 Requirements Handbook Version 5.0

Questions have been received about the progress and status on updating the TL 9000 Requirements Handbook Version 4.0 to Version 5.0. The planned effective date is 12/31/2009. This will be preceded by the release of the R5.0 Requirements Handbook, translations, and 4.0 to 5.0 Delta training.

There are a variety of changes throughout the handbook; including more clarity, additional Adders and notes. The R5.0 Requirements Handbook will also, of course, include the new ISO 9001:2008 language. There are three areas in

particular that are being emphasized in the revision – risk management, supplier management and design for manufacturability.

The proposed changes are scheduled to be finalized and approved by the end of the upcoming second quarter. The rollout plan covers the launch of the new Handbook including the training so that organizations will be able to smoothly upgrade to the new version. Organizations will have a one year transition time period from the R5 effective date. There currently are no plans concerning the publication of the next release of the Measurements Handbook.

New Fee Schedule for the Registration Management System

QuEST Forum charges all non-members an annual Registration Management System (RMS) fee for creation and managing the registration record. This fee covers the use of the system, and includes all data submissions and re-submissions. The new fee will be \$444.00 and will go into effect on 1 April 2009. It is applicable for both initial registrations and annual renewals and is accessed for each registered product category.

One of the benefits of QuEST forum membership is that QuEST Forum members are not subject to these fees. For those member companies that have multiple product category registrations this member benefit alone is truly valuable and even more so with all the other benefits of being a QuEST Forum member.

TL 9000 Registrations

Congratulations to the newest TL 9000 registrants: **3K Technologies LLC, Ayecom Technology Co., Ltd., CTS (Tianjin) Electronics Company, Ltd. , HAN YOUNG ELECTRICAL IND. Co., Ltd., Hwa Shin Ind. Co., Ltd., KOT Co.,Ltd , TOUCHTEL Co, Ltd., Wisor Telecom India Pvt. Ltd, and Worldwide Supply, LLC.**

Update Company and Personal Profiles in the Portal

QuEST Forum utilizes email for the majority of its communications. To ensure that you receive emails from QuEST Forum in a timely manner, please login and update your profile in the portal. If you are the Primary or Alternate Administration for your company, please also review your organization's profile for accuracy. If you have any questions or need assistance, please email information@questforum.org.

Suggestions or Comments on the QuEST Forum Newsletter

Please email information@questforum.org. We look forward to hearing from you.

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