



QuEST Forum Newsletter March 2010

Product Category Selection and Validation Guidelines

The Integrated Global Quality (IGQ) Work Group and the Performance Data Reports Enhancement Team are pleased to announce the release of the “Product Category Selection and Validation Guidelines”. Assuring that TL 9000 measurements data are as accurate as possible requires that organizations certified to TL 9000 select the correct product category. Reporting data using an incorrect product category may impact the value of the performance data reports. The “Product Category Selection and Validation Guidelines” will assist organizations in selecting the correct product category and assist TL 9000 auditors in validation of the product category choice.

[Click here](#) to download the “Product Category Selection and Validation Guidelines”.

There is also a workshop on the “Product Category Selection and Validation Guidelines” scheduled during the [EMEA Best Practices Conference](#) in Berlin 20-21 April.

Call for Papers: 2010 Americas Best Practices Conference

The [2010 Americas Best Practices Conference](#) will be held 21 - 22 September 2010 in Atlanta, Georgia USA. The theme of the conference is “Partnering for Quality in a Decade of Convergence” and QuEST Forum is looking for speakers to share the best practices and methodologies that have made their organizations successful. You are invited to submit an abstract for presentation at this informative event and are also encouraged to invite colleagues and other industry professionals to submit an abstract.

[Click here](#) to download a list of suggested abstract themes for the 2010 Americas Best Practices Conference, abstract submission guidelines, a detailed listing of the information required in the abstract submission form and a sample abstract submission. The information provided will help you as a potential presenter prepare your abstract for submission.

Follow the link below to submit an abstract for the 2010 Americas Best Practices Conference. Please note that abstract submissions will only be accepted through the online submission tool. The deadline for submitting an abstract for the 2010 Americas Best Practices Conference is 26 April 2010.

[Online Abstract Submission Tool](#)

If you have any questions or need assistance, please contact QuEST Forum at +1-972-423-7360 or bpc@questforum.org.

QuEST Forum would like to thank the current sponsors of the 2010 Americas Best Practices Conference.

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Executive Board Dinner: AT&T, Argent Associates, BIZPHYX, Inc., KGP Telecommunications, Inc.

To commit to sponsoring the 2010 Americas Best Practices Conference or for more information on [sponsorship opportunities](#), please contact Rebecca McVeigh at +1 972-423-0268 or rmcveigh@questforum.org.

2010 EMEA Best Practices Conference, 20 – 21 April, Berlin, Germany

QuEST Forum's [2010 EMEA Best Practices Conference](#) will be held 20 – 21 April in Berlin, Germany. The theme of the conference is "Next Generation Communication Services Excellence" and presentations will focus on metrics and measurements for both the supply chain and operations. Attendees will take away tools, techniques, comparative studies and methodologies to help their organizations achieve and sustain business excellence.

[Register Now](#) [View the Conference Agenda](#)

[Make Hotel Reservations](#)

Tim Harden, AT&T and JoAnn Brumit, KARLEE will keynote the conference. The agenda contains many exciting Best Practices presentations and Workshops as well as a pre-conference KPI Work Group meeting on 19 April 2010.

QuEST Forum would like to thank the current sponsors of the 2010 EMEA Best Practices Conference.

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Meeting Kit: ADTRAN
Executive Roundtable and networking Event: AT&T, Cisco
Executive Board Dinner: AT&T

To commit to sponsoring the 2010 EMEA Best Practices Conference or for more information on [sponsorship opportunities](#), please contact Rebecca McVeigh at +1 972-423-0268 or rmcveigh@questforum.org.

Registration Open: May 2010 Leadership Council, Work Group and NRC Benchmarking Meetings

Registration is now open for the [May 2010 Leadership Council, Work Group and NRC Benchmarking \(EB6\) Meetings](#). The meetings will be held in Richardson, Texas, USA. The Leadership Council will meet 17 May followed by the Work Group Meetings the 18 – 20 May and the NRC Benchmarking Meeting will be 20 – 21 May. Those already involved in the Work Groups as well as those interested in joining a Work Group are strongly encouraged to attend these face-to-face meetings.

[Register Now](#) [View the Agenda](#)

[Make Hotel Reservations](#)

Please note that while there is no registration fee for this event, we ask that you register by 3 May 2010 to ensure accurate numbers for planning and budgeting purposes.

Steven E. Pickett, President and CEO of Telmar Network Technology Named QuEST Forum Executive Contributor

QuEST Forum is pleased to announce the appointment of [Steven E. Pickett, President and CEO of Telmar Network Technology](#) as an Executive Contributor to the QuEST Forum Executive Board. Steve will lead Executive Board Project #4 that will focus on expanding the marketing of QuEST Forum and TL 9000 beyond traditional audiences through speaking engagements at non-QuEST Forum events, leveraging existing liaison agreements, the development of additional liaison agreements in new industries, and working with Executive Board Project #3 to address various new market segments such as the cable industry.

Validation Audit Assessment Fee Process

The [validation audits](#) will be funded by a one-time assessment of US\$150 per certified TL 9000 registration. Each individual TL ID/Profile is considered a TL registration. For example, if your company has five (5) TL IDs/Profiles, your assessment will be a total of US\$750 (5 registrations x US\$150 assessment fee).

One-Time Assessment Process:

- Invoices for the one-time assessment fee will be sent out via the online Registration Management System (RMS).
 - QuEST Forum Members with TL 9000 registrations will also be invoiced using this method even though they normally do not receive TL 9000 RMS invoices.
- The anticipated start date for invoices to be sent out is April 2010. Invoices will be sent two (2) months prior to the month of the anniversary of an organization's TL registration.
 - Therefore, invoices sent in April 2010 will be for registrations with an anniversary date during June.
- The date shown on the invoice will be the first day of the anniversary month.
 - For example, invoices sent in April 2010 will be dated 1 June 2010.
- If an organization has multiple registrations, they will receive multiple invoices.
 - An invoice will be sent two (2) months prior to the month of the anniversary for each certified TL 9000 registration.
- Payment may be made by credit card, check or wire transfer.
- Payment is due by the last day of the month of the anniversary of the organization's TL registration.
 - For example, the invoice for the assessment fee for a TL registration with a June anniversary will be due 30 June 2010.
- Non-payment by the due date results in blocked access to the TL 9000 Registration until payment is received.

If you have any questions, please use the [Contact Us](#) feature on the [QuEST Forum](#) or [TL 9000](#) websites.

Upcoming QuEST Forum Sanctioned Training Courses

QuEST Forum's authorized training providers are active QuEST Forum member companies that have contributed to the actual development of the TL 9000 Handbooks, presented at the Best Practices Conferences, and participated in other QuEST Forum activities. These providers are selected for their experience in telecommunications industry, training and access to internal subject matter experts.

Listed below are upcoming QuEST Forum sanctioned training courses. Please visit the Provider's website for more information and registration details.

TL 9000 Requirements

[Excel Partnership UK in association with EQS Asia](#)

10 May 2010, Singapore

TL 9000 Measurements

[Excel Partnership UK in association with EQS Asia](#)

11 May 2010, Singapore

TL 9000 QMS Auditing
[Excel Partnership UK in association with EQS Asia](#)
12 - 14th May, 2010, Singapore

TL 9000 Requirements
[Excel Partnership UK](#)
17 May 2010, Hemel Hempstead UK

TL 9000 Measurements
[Excel Partnership UK](#)
18 May 2010, Hemel Hempstead UK

TL 9000 QMS Auditing
[Excel Partnership UK](#)
19 - 21 May, Hemel Hempstead UK

Please note that all information is subject to change. Check the provider's website to confirm class offerings, dates and locations.

Executive Board Project Updates

Executive Board Project #3 – Membership and TL 9000 Registrations

Year-to-date, QuEST Forum membership has increased to 155 which is a net increase of three members (addition of five new members and the removal of two non-renewing members). Three new members joined following their participation in the Dallas C-Level event, reinforcing the importance of these activities. Follow-up with the Dallas C-Level participants continues and additional new members are anticipated.

The number of members who have not yet paid their 2010 dues has dropped to 35. Of this number, only five are considered at risk of ending their membership. The delayed payment of the others can be attributed to a variety of business reasons, with payment anticipated. The at-risk members have been engaged by their executive member peers or QuEST Forum Staff to encourage continued participation and membership. For those not considered at-risk, the Regions/Hubs have been asked to follow up and if necessary escalate any potential issues to Executive Board Project #3.

Five Executive Board members have provided their Top-Supplier candidate lists for membership and/or TL 9000 registration and active recruitment is ongoing. This is a very important project and the Executive Board Project #3 Team requests that the Executive Board and Leadership Council who have not yet provided this information do so as soon as possible.

Each Region and Hub has been asked to develop their own membership and TL 9000 registration growth goals based on their strategic prospects and top-supplier lists. The goals established through this process are intended to accurately reflect the unique challenges and opportunities within the Regions and Hubs. These goals will be monitored by the Global Work Group and Executive Board Project #3 and are separate from Executive Board Project #3's green and blue goals.

Team #3 is actively working to increase participation in the upcoming EMEA Best Practices Conference and C-Level meeting. Several Executive Board Project #3 members will be attending this conference with Keynotes being delivered by Tim Harden, AT&T and JoAnn Brumit, KARLEE. To-date, registration for the conference and the C-Level dinner has been limited; however, key carriers and OEM suppliers will be attending. Their executives, members of Executive Board Project #3, and other member company executives are contacting their peers to encourage participation. Conference topics are focused on benchmarking and metrics associated with the operation of both existing and future networks and should appeal to the major carriers and suppliers.

Executive Board Project #3's efforts to support Executive Board Project #5 continue. UTD has developed a tool that will make it easier to review existing registrations and associated product categories. This tool will simplify the process of identifying opportunities to add product categories to an existing registration or pursue new registrations where appropriate. Joe Kunzer, Tellabs and Beth Ford, AT&T are currently testing the tool.

Consistent with the Executive Board #3's objective to identify and pursue membership opportunities in specific market segments, Trevor Putrah, KGP Telecommunications is working with QuEST Forum Staff to present both TL 9000 and the QuEST Forum at an upcoming event involving several independent telephone companies and OEM suppliers. Tim Harden and Don Pickens are scheduled to speak at this event. Also in support of this objective, Bryan Glutting, ACS Solutions has identified RF Engineering Services as an opportunity for a new product category with as many as thirty additional participating companies targeted as potential new members.

Project #3 Executive Board Leads:

Leader: Trevor Putrah, KGP Telecommunications, taputrah@kgptel.com

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

JoAnn Brumit, KARLEE, jabrumit@karlee.com

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

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

Mariano Legaz, Verizon, mariano.legaz@verizon.com

Bryan Glutting, ACS Solutions, bglutting@acssolutions.com

Don Pickens-QuEST Forum, dpickens@questforum.org

Don Irvine, QuEST Forum, dirvine@questforum.org

Member Participation

Tracking for progress on 2010 goals has begun. The 2010 Board Election vote and the Leadership Summit/Work Groups meetings have started us off well on the minimal participation goals. As we prepare for the EMEA Best Practices Conference in April, I'm optimistic that we can achieve a solid baseline and leverage off it as activities continue throughout the rest of the year.

Executive Board Lead:

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

Executive Board Project #5 – PDRs

As mentioned in the February 2010 Newsletter, the PDR team was close to finalizing guidelines for selecting product categories. We are happy to report that version 1 of this document is now complete and has been [posted on the web](#). There will also be further publicity for the guidelines to increase awareness and usage since selecting appropriate categories is one key element in improving the accuracy and relevancy of PDR data.

The guidelines include topics such as:

- Who is responsible for selecting product categories?
- Product Category Selection "Quick Start" guide
- The importance of product categories
- Product category definitions

The guidelines will also be a topic of a Workshop at the EMEA Best Practices Conference.

As always, please do not hesitate to provide feedback to the PDR subteam. We do not view these guidelines as "static", and updates will be provided as needed.

Project #5 Executive Board Lead:

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

IGQ Co-Chair/PDR Evaluation Sub-team Lead

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

Executive Board Project #6 – Network Reliability

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) specifically for the Network Reliability Centers (NRCs).

Phases 1 and 2 of the program were completed in 2009 and the study is open to Service Providers who wish to join. The working committee will also be creating a formal introduction or "jumpstart" process for organizations that join the study going forward.

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

Update: The initial MTTR results were reviewed. The participants have agreed to re-submit any data that requires correction as well as data from July 2009 to January 2010. Results are expected by the end of the month. From this point onwards, the participants will be submitting MTTR data by the 15th of each month starting with February 2010.

The participants are also preparing a data submission for the Global Service Impact (GSI) measure for the end of the month. The data submission period is from January 2008 to January 2010. Once results are reviewed, the participants will determine next steps.

The team is continuing its discussion on a new measurement that they originally called Global Pain Impact (GPI). It is also being referred to as "GSX" as it will compliment the MTTR and GSI measures.

The team is also reviewing additional reliability measures. Colm O'Keefe from the EMEA KPI team will also be reviewing the measures that have been developed, in particular Call Ratio.

The SME calls continue every Thursday at 9 AM Central.

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 (Lead), fraser.pajak@telus.com

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

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

Dave Sanicola, The Desara Group, Dave.Sanicola@DesaraGroup.com

Don Pickens, QuEST Forum, dpickens@questforum.org

Executive Board Project #7 – Engaging the Regions

Executive Board Project #7 is closely aligned with the Global Work Group and is working to actively engage the regions in developing short and long term plans to address regional needs. For 2010 as part of this initiative, QuEST Forum is planning Executive Delegation visits to APAC (China July and India August). The purpose of these visits will be to recruit new members/TL 9000 registrations, encourage more active participation in QuEST Forum activities, and meet with government certification and regulatory agencies.

Work continues on getting the Asia (India and China) Hubs more involved at the Executive Board level. Also there is a continuing effort to modify the Bylaws to allow the QuEST Forum Executive Board to make strategic appointments and work for increased participation across all the regions.

The APAC Best Practices Conference will be held in Beijing (Nov 16 – 18) and will be supported by the Greater China hub as well as the entire APAC area. While attendance at the Shanghai conference was good, it significantly raised awareness of opportunities within China for further expansion. This year's Executive Visits and Conference are keys to strengthening the participation and influence of the APAC Region. The renewed engagement by the India Hub is going well and the task of strengthening this hub continues. We are looking forward to increased participation from Tata and Bharti-Airtel to supplement the effort of current participants as we plan for the 2011 APAC Conference in India.

Project #7 Executive Board Lead:

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

Supported by:

Shunichi Fujii, Fujitsu, fujii.shunichi@jp.fujitsu.com

Zhang Wei Hua, China Telecom (Shanghai), zwh@shtel.com.cn

Xu Feng, ZTE, xu.feng@zte.com.cn

Satyendra Kumar, Infosys Technologies, Ltd., satyendra_kumar@infosys.com

Steve Dickens, BT, steve.c.dickens@bt.com

Don Irvine, QuEST Forum, dirvine@questforum.org

Don Pickens, QuEST Forum, dpickens@questforum.org

Executive Board Project #8 – Collaboration

Executive Board Project #8 is focused on leveraging industry standard collaboration tools and improving processes to increase the effectiveness of the various QuEST Forum meetings and events. The team is

currently focusing on improvements to the Board, Leadership and Working Group meetings and activities. The team is also reaching out to the Regions and the other Executive Board Projects to determine their collaboration needs.

Project #8 Board Lead:

Ron Ostrowski, Cisco, rono@cisco.com

Vinny Arrigali, Cisco, varrigal@cisco.com

Executive Board Project #9 – Measurements for Next Generation Networks

The intention of this initiative is to develop a set of measurements designed for Next Generation networks and to ensure that suppliers design these networks and support systems so that network operations have the tools necessary to provide excellent customer service. Over the next five years, existing communication networks will be evolving into an IP-based architecture, which encompasses a high degree of software in network elements. The objective of this project is to create a roadmap and guide the implementation of TL 9000 Measurements for the future IP-based network as well as to ensure the equipment, software, and support systems provide the tools to manage both the maintenance and provisioning of all services.

Completed Deliverables:

1. Created team Charter
2. Created an initial inventory of TL 9000 measurements and potential Next Generation measurements for review and comment by the team
3. Each organization provided comment on the initial template and additional Next Generation measurement recommendations
4. The EB#9 team assigned a category grouping to each measurement
5. Gap analysis and mapping to TL 9000 and EB#6 measurements
6. Prioritization of measurement groupings to focus efforts

Next Steps and Timeline:

1. Define and rationalize Next Generation measurements and fill any gaps based on prioritization (2Q10)
2. Further define final group of measurements (to include coordination with technical bodies standards work) (2Q10)
3. Conduct Validation / Benchmark study to collect and analyze Next Generation measurement data (3Q10)
4. Compile a final list of recommended Next Generation measurements (4Q10)
5. Conduct vetting and comments period by stakeholder groups (1Q11)

Dependencies:

- The team recognizes that a high degree of coordination and alignment will be needed to include input from EB#6, KPI sub team, In Process Measurements sub team and India Hub Software sub team.
- Coordination and alignment will be needed to collaborate with related technical bodies such as NESAC and ATIS for measurement input relevant to the team deliverables.

Project #9 Executive Board Lead:

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

Supported by:

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

Steve Dickens, British Telecom, steve.c.dickens@bt.com
Mariano Legaz, Verizon, Mariano.legaz@verizon.com
Trevor Putrah, KGP, taputrah@kgptel.com
Don Pickens, QuEST Forum, dpickens@questforum.org
Fraser Pajak, Telus, Fraser.Pajak@telus.com
Steve Welch, Value Propositions, LLC, sgwelch@swbell.net

The Generational Update

There has been much said about the generational differences and how to manage them in the work place. The focus has been on the top three: Baby Boomers, Generation X'ers, and Millennials. We are now starting to see the emergence of the new generation called the Linksters. Are we ready?

If you remember when?

- An application was for employment and a program was a TV show?
- A cursor used profanity and a keyboard was a musical instrument?
- Memory was something you lost with age and a CD was a bank account?
- Cut was what you did with a knife and paste was what you did with glue?
- A web was a spider's home and a virus was the flu?

Then this is for you...

We have always talked about a generation gap, but it mostly was associated with age. Now with the rapid advances in technology the gap not only separates us by age but with technology. Let's look at some of these differences:

Baby Boomers (Born between 1945 – 1960) - 30% of the work force; Over 70% will stay on past retirement age

Values: Optimism, Team orientation, Personal Gratification, Work Involvement

#1 Complaint: Age Discrimination

Defining Moment: Walk on the Moon

Remember: They may put process ahead of result; are overly sensitive to feedback, and can be judgmental of those who see differently

Generation X'ers (Born between 1961 – 1980) - 17% of the work force; Tell me what you want, give me the tools, leave me alone.

Values: Diversity, global thinking, work/leisure balance, self-reliant; unimpressed

#1 Complaint: Office Politics

Defining Moment: Challenger Disaster

Remember: Micro-manage them and lose their loyalty; to them there is an "I" in Teamwork

Millennials (Born between 1981 – 1995) - 25% of the US population; no news is bad news, feedback is essential; Technology allows work and personal life to interact

Values: Optimism, Civic Duty, Multi-tasking, Technical Savvy; Diversity

#1 Complaint: Hearing, “When I was your age”.

Defining Moment: 9/11 Terrorist Attacks

Remember: They like social and civic-minded focus. They like for employees to be treated like customers.

Linksters (Born after 1995) - 18% of world population; Work collectively; there are no absolutes; flourish in technology

Values: Resilience, Morality, Environmental Protection, Tolerance, and Hopeful

#1 Complaint: Being Grounded

Defining Moment: 2008 Presidential Election

Remember: Most are still in school, so work with their schedules. They are our future.

The bottom line is that cross-generational management requires you to spend a great deal of time talking with individuals to find out their needs, wants, and preferred communication styles. The age of one-size fits all management is gone. The most successful leaders are those that are flexible in their styles, have exceptional listening skills, and are adept at continual learning.

New QuEST Forum Members

QuEST Forum is pleased to welcome the new members that were added in March: **ATC Logistics & Electronics**, Americas Region Supplier, **Datawise.com**, APAC Region Supplier and **MYCOM**, Americas Region Supplier.

New TL 9000 Registrations

Congratulations to the newest TL 9000 registrants: **Acer Incorporated, Ltd.**, **Cinram Wireless, LLC**, **DBN, Corp.**, **Emerson Network Power (Artesyn Technologies Asia – Pacific Limited, NTSG, Inc.)**, and **Yoochang Industrial Co., Ltd.**

QuEST Forum’s Satyendra Kumar

[Satyendra Kumar](#), Senior Vice President joined Infosys in September 2000 and is a member of the Management Council. He is the Global Head – Quality & Productivity as well as heads the Reuse and Tools Group for the company. Prior to joining Infosys, Kumar was Head of Quality at IMR Global, Bangalore from 1998 to 2000 and worked as a Deputy Chief Executive for Tata Quality Management Services from 1995 to 1998. He has also provided consulting services for several international / national companies on Quality Management. Kumar holds a post graduate degree in Electronics from the University of Delhi and is a Director on the QuEST Forum Executive Board and the Chair of the India Hub.

Suggestions or Comments on the QuEST Forum Newsletter?

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

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