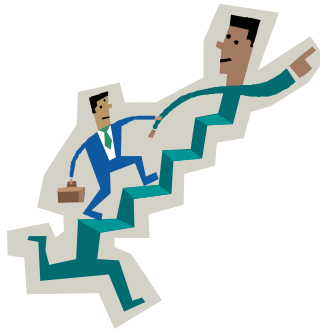


Chartered Management Institute

Diploma in First Line Management



Maintaining Quality Standards

Unit 3007

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Organisation: Openreach

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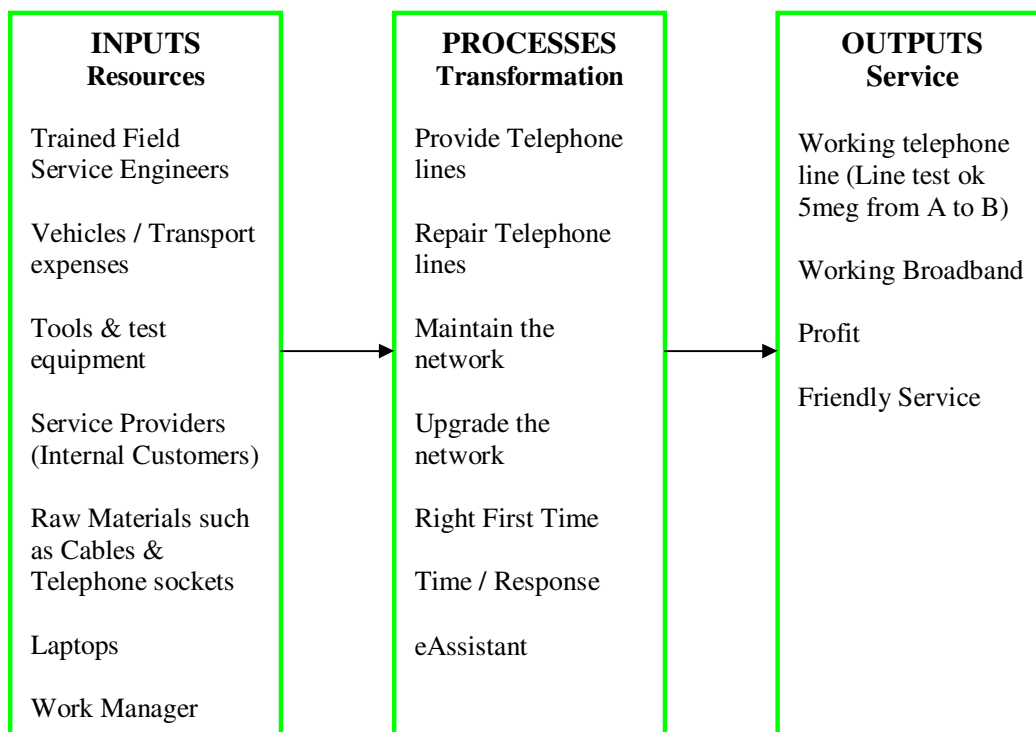
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PART A - THE CONCEPT OF QUALITY

Introduction

According to www.businessdictionary.com the definition of Quality is Measure of excellence or state of being free from defects, deficiencies, and significant variations. ISO 8402-1986 standard defines quality as "the totality of features and characteristics of a product or service that bears its ability to satisfy stated or implied needs."

My Self Study Guide suggests that one way of looking at quality is to consider the way my team & I "Transform" (by looking at what is supplied to me & what is supplied to the customer) I will now look at this in the form of "Inputs" into "Outputs". This is called the Transformation Process.



In terms of rating how good our Inputs & Outputs are I would estimate that our team are 95% effective to quality.

Why is quality important?

Quality is very important in my work area as Openreach currently holds the land line monopoly in the telephony network. The communications market is very competitive, End Users (External customers) are constantly demanding faster broadband & Service Providers (Internal customers) are constantly competing against each other to deliver new & improved products to meet their customers' needs. The telephony network needs to be able to cope with the new products the Service providers are offering so this puts enormous pressure on Openreach to develop & maintain the network. If we

do not provide a high quality service then Openreach will lose business from their internal & external customers.

What are the benefits?

There are many benefits to me by providing a quality service:

1. A good reputation with my customers & colleagues
2. Pride in my work
3. Bouquets from my manager & customers
4. I receive good feedback from my managers & customers
5. No repeat reports
6. Happy customers
7. A healthier life style balance

What do Customers Want?



According to eAssistant Right First Time is fulfilling the customer's expectations perfectly, as perceived by the customer...

- Contact experience fully meets the customer's needs in a single session (if desired) well within acceptable time frames (waiting times and session times).
- For L2C (lead to cash) the services that the customer expects are delivered on time and working,
- Services continue to work as expected by the customer,
- Services are easy to use,
- The fix happens on time, it works and stays working,
- Availability, reliability and technical performance of the service meets or exceeds expectations,
- An efficient & a productive service
- A guarantee that we will meet appointment times / slots (or the customer can claim compensation)
- A polite service

To find out what our Customers want we simply ask them. We also provide surveys for our customers so they can give feedback & comments on what they thought of the service they had received & what they think could be improved.

Quality Systems

Openreach has been approved by Lloyds register quality assurance to the following quality management system standards: ISO 9001:2000. The quality management system is capable of provision, repair & service management of the network on behalf

of the telecommunications industry in England, Scotland & Wales. This expires on the 9th July 2009.

In terms of quality systems in my job role, quality control & quality assurance are related to each other for example:

<u>Example</u>	<u>Quality Control</u>	<u>Quality Assurance</u>
Completed jobs (Provision, repair & upgrade maintenance)	Internal & external auditors randomly pick jobs to assess & sample the quality of the work made against the FEQ (field effectiveness & quality) standards. The results are recorded electronically as part as the engineer's performance results	If quality defects are found then the engineer will be coached by his or her senior technician then 3 retrospective checks will be made to insure FEQ standards are met in the future. If the same defects keep occurring due to the engineer's poor quality then disciplinary action may be taken
Repeat reports (faults that have been re reported within 1 month) ELF early life failures (Provision Jobs that have gone faulty within 1month)	The senior engineer (Coach) or the manager will investigate the repeat report or ELF & find out the route cause of the problem. Usually when repeat reports & ELF occur this means that the job was not completed to quality standards.	If the defects are related to a manufacturing fault then the manufacture will be notified immediately.
New cables	The cables we install are sampled & tested by our suppliers before issue	We have never had a problem with the cables supplied to us
Under ground cable joints	Under ground copper cable joints have to be water resistant this is tested by the manufacturers ("Tyco") by leaving a sealed joint in a tank of water for a certain length of time. The joint is then removed from the water & unsealed to see if any water has entered into the joint.	Defects can be found if the joint closure kits are not installed correctly. If the incorrect branching plugs are used then the joint will allow ingress of water. To over come this problem engineers are fully trained to use the correct plugs. This is also assessed by our auditors.

In terms of how good the quality control is in my organisation I would say that it is very good. In terms of quality assurance, continual improvement of the organisation's overall performance is a permanent objective for the organisation. I am involved in many aspects of continuous improvements within my job role the most important improvement at the moment is what customers want "Right First Time" our current target is to get 95% of our work RFT. Our team are achieving 94% this is a good score but improvements can still be made to achieve 100% RFT.

Legal Aspects to Quality

Lloyds Register Quality Assurance (LRQA)

According to www.openreach.intra.bt.com LRQA are the external body who assess Openreach's Business Management System against the requirements of International Standards such as ISO9001:2000 (Quality) and ISO14001 (Environment). LRQA are just one of a growing number of competing organizations, including BSI, who supply certification services to businesses seeking approval to standards. The certification bodies are in turn governed by UKAS (The UK Accreditation Service).

Continued certification to standards such as ISO9001:2000 is achieved through a programme of surveillance visits reviewed every three years.

Openreach was awarded a full 3 year certificate in July 2006. This followed a series of assessments and reviews by its assessing body, Lloyds Register Quality Assurance. The Openreach Business Management System is certified to the international standard ISO9001:

Two particular Acts which relate to quality in my work place are the Consumer Protection Act which gives protection to the customer against poor quality in goods & services & the Trades Description Act which means that our products & services must not be misrepresented. It is vital that the work we carry out is fit for purpose.

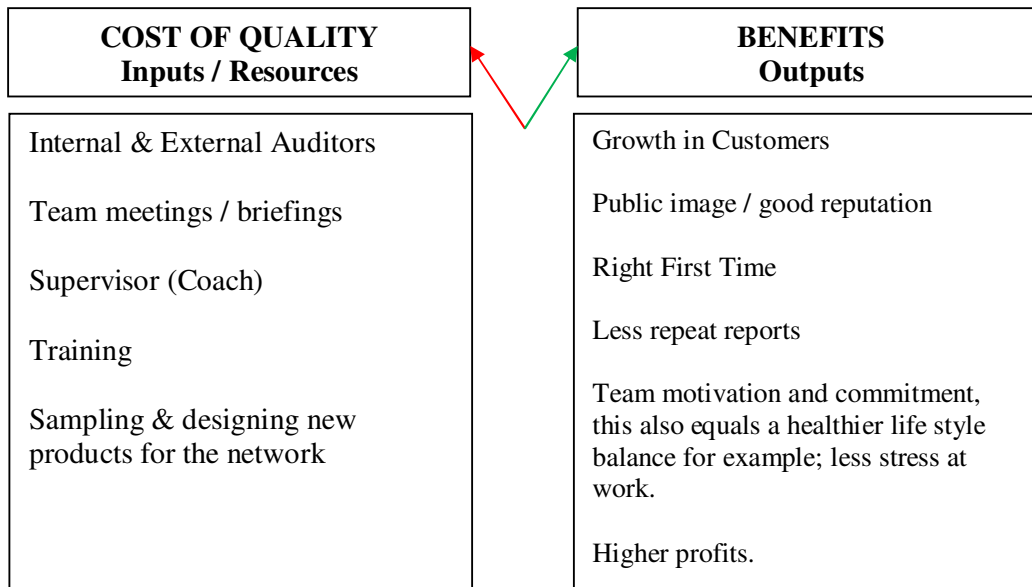
Conclusion

From the above it is apparent that Openreach places quality control & quality assurance at the very top of its priorities. The achievement of the standards set has not yet reached the target. With continuous improvement Openreach will close the gap between current performance & the desired level of quality. Based on what I have learnt & assessed in this assignment I would say that the overall view of the quality that I provide for my customers is scored between 90 & 95%

PART B - QUALITY AND MY TEAM

Introduction

According to my Self Study Guide there are many benefits to providing quality in my work area or organisation. This means quality systems need to be in place to ensure that the service we are providing is to a high quality standard. Unfortunately this costs money & requires many other resources.



It is important that the benefits (outputs) exceed the cost of quality (inputs). There is no point in spending too much money on the inputs when the outputs are not profitable.

What happens if quality goes wrong?

In my work area if quality goes wrong there are a number of failure costs which affect the business:

- **Re visits or Re work.** An engineer would have to revisit site to put right the fault. This incurs transport & labour costs
- **Materials.** Replacement materials may be necessary
- **Time.** While the engineer is revisiting a site to correct a fault he is not able to be employed on a provision task to be able to create profit for the company
- **Customers Dissatisfaction.** Dealing with the customer's complaint is time consuming, expensive & damages the reputation of the organisation. As my Self Study Guide states "1 dissatisfied customer may tell 10 others!!"

- **Loss of business.** A final result of poor quality maybe the loss of the customer
- **Job satisfaction.** Repeat calls to repair faulty work may lead to loss of job satisfaction

Control & Failure Costs in my work area

These may be summarised as follows:

CONTROL COSTS	FAILURE COSTS
Investment in skilled engineers, Training / Coaching, Work scheduling, Auditing (quality assurance & control, RFT) Quality of materials	Re visits & Re work, More materials, Time of loss of service, Customer complaints, Contract work, Job dissatisfaction

To what degree my team are involved in the quality process

Considering my team & many other teams provide the products & services for our customers we are 100% involved in the quality process. Here are a few detailed examples below:

- **Zero defects.** We identify any quality defects & act on them by repairing the defect or raising an A1024 (preventative maintenance system). An A1024 can only be raised when the defect is not part of our point of intervention
- **Working Conditions:**
 - Daily vehicle checks / inspection
 - Good housekeeping. For example recycling waste & tidying up after ourselves
 - Clean Van inside & out. This is also important for the public image of Openreach
 - Ensuring that the correct tools are used for the right job & that all tools are regularly checked
- **Right First Time.** (See page 3 under the heading what customers want). The team is encouraged to meet high quality standards because a 100% RFT will be acknowledged by appraisal or rewarded with a team event.

To sum up, the quality process runs right though the Openreach organisation & every member of the team is encouraged to be involved in it.

PARTS C AND E - MEASURING AND IMPROVING QUALITY

Introduction

According to www.businessdictionary.com the definition of a **Quality audit** is a periodic, independent, and documented examination and verification of activities, records, processes, and other elements of a quality system to determine their conformity with the requirements of a quality standard such as ISO 9000. Any failure in their proper implementation may be published publicly and may lead to a revocation of quality certification. Also known as a conformity assessment or a quality system audit.

In my job a Quality audit is an assessment of the levels of compliance to the organisation's FEQ (Field effectiveness & quality) standards. Basically checking the standards of work provided against the standards of work that are required. Any quality failures would lead to fact finding & possible disciplinary action. In extreme cases dismissal action could be taken.

Carrying out a quality audit

My self study guide suggests that in order to carry out a quality audit and to eventually resolve a problem, I will need to use the following model:

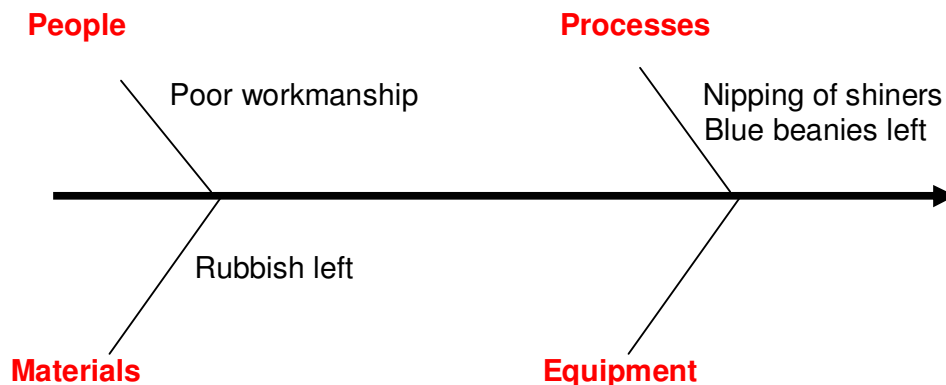
- **Identify a quality problem.** I carried out an internal quality audit by assessing a recent sample of completed work against the FEQ standards set by Openreach & their external auditors. One of my team members has completed a repair task. This fault was found disconnected in the PCP (Primary connection point) & the engineer has re connected the allocated pairs of wires
- **Decide what to look for.** I will look at the quality standards manual of working in PCP'S as follows:
 1. Correct termination methods, tools and stores used for PCP type.
 2. In Non-vented PCP/SCP correct number of desiccants changed and signed as per "Q" standard.
 3. In vented PCP/SCP venting correct and operational
 4. Correct colour gauge and type of jumper wire used.
 5. No nipping of insulation or signs of damage to bunch worked on.
 6. Check and seal duct entries. If not kitted, submit A1024.
 7. Check and replace door seals, bolts, centre bar bolts, and door stays.
 8. **Always** leave the PCP / SCP secure, with doors closed properly and no trapped conductors.
 9. Remove Rubbish from inside the PCP/SCP and leave site tidy.
 10. Defects submitted on A1024.

- **Decide what to check my results against.** Now I will compare the set quality standards (as listed above) with the work that has been completed by the individual.
- **Gather & analyse data.** My Self Study Guide suggests using a critical examination matrix (*see appendix 1*). The results of the audit are inputted electronically into a quality check status system:

DATE CHECKED	CHECK TYPE	JOB NO.	SCORESHEET ID ON FPQ	SCORESHEET PRESCRIPTION	GENERAL COMMENTS	QUALITY SCORE %
05/02/2009	FM	SS6MLK21	3602703	PCP Cabinet Maintenance - Retrospective	Rubbish at base of PCP. Shiners & blue beanies found. Audited by Jamie Reeves.	84%

What is the problem and why is it occurring?

The above results can be viewed only by the individual engineer & his manager. In this result I have found 2 critical defects. 1) Rubbish was found left at the base of the PCP. 2) Nipping of insulation (shiners) & blue beanies (mandatory to remove as affects broadband) was found on the allocated bunches. This can be illustrated by the use of a cause and effect diagram as follows:



Producing a quality improvement plan

The engineer will be informed of the critical defects & will also be reminded of the standard that is required. The engineer will then be coached on the required standards. As part of quality assurance 3 retrospective checks will be carried out on the engineer to ensure that the coaching is put into practice.

The defects I have identified above seem to be occurring too often in my team. Even though the individuals & the whole team are coached & fully trained on the quality standards working in the PCP they still manage not to carry out the work to the required standards. I had asked individuals “why is this still happening?” & the simple answer seems to be they just forget to carry out the simple quality checks.

In our last team meeting this was discussed with the team. I had asked my team members “how can we resolve this ongoing problem?” the solution we had come up with was to laminate reminder check sheets & attach them to the inside of the PCP doors.

My Self Study Guide suggests I should put together a quality action plan (see appendix 2). This was carried out by me & my team in our last team meeting. The result of our action plan was successful. After carrying out many quality audits the team achieved 100% quality working in PCP’S.

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