



# QUALITY OF WORKLIFE



Communications Workers of America

John Breckenridge Division WDDOC QWL Team

December 11, 1990

*G.V.G.*

*R. Artel*

Members Present:

Bev Morn	Kathy Ewing
Jane Huttner	Bill Plonty
Ed Fenner	Linda Day
Linda Chellevoid	Paul Sorensen
Bob du Vergey	

*If you have CIMAPE  
GDS Problems + WORD DOC,  
Talk to me.*

*Ed*

Linda brought Paul up-to-date on what we are doing as this was his first meeting. We prioritized the 18 problems and addressed the causes and results of each problem. Attached are the problems with the causes and results of each, and the prioritized list of the identified problems.

We identified two new problems:

14. Problem: OSSCHU does not update pair changes automatically for GDS.  
Goal: Update OSSCHU automatically

Jane will check with Kathy Flancher on this:

- Is she aware of problem?
- Is OSSCHU broke or working as designed?
- Is Bellcore aware of problem and where does it stand?

15. Problem: WDDOC for second circuit on a dual SLC SPOTS card (2 circuits/card) uses a different vintage card than the first circuit.  
Goal: Match SLC SPOTS cards on both circuits.

We identified who to send minutes to. They are as follows:

- |                      |                                  |
|----------------------|----------------------------------|
| 1. John Breckenridge | 7. John Sokop                    |
| 2. Fred Tillman      | 8. Jerry Kozar                   |
| 3. Gene Neyhart      | 9. John Breckenfelder            |
| 4. Bob Zimmerly      | 10. QWL Teams Under Breckenridge |
| 5. Kathy Sterns      | 11. George Walls                 |
| 6. Scott Theis       | 12. Annie Crump                  |

We also identified possible contacts in various departments for future use.

ICSC - Jo Rivers  
COG - Linda Helminski  
Business Office - Andy Etier  
Account Executives - Dick Greenwood  
Jane Mendelblatt  
Outside Engineering - Milt Washelesky  
Construction - Dennis Dosse

The next meeting is on January 8, 1990, at 9 a.m. and will be every second Tuesday of the month 9 a.m. to 1 p.m. Room 103B @ Riverwood

Future meeting dates are:

February 12  
March 12  
April 9  
May 14  
June 11  
July 9  
August 13  
September 10  
October 8  
November 12  
December 10

AGENDA

Tuesday, January 8, 1991

9:00 a.m.

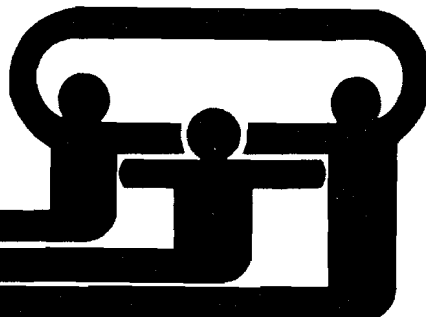
- Get update on MAC clerks TIRKS' CD training
- Identify causes and results for the following problems
  1. OSSCHU is not updated with pair changes automatically for GDS.
  2. WDDOC for second circuit on a dual SLC SPOTS card (2 circuits/card) uses a different vintage card than the first circuit.
- Identify new problems.
- Bring solutions that eliminate the causes of:
  1. Untimely updating of WDDOC
  2. RCC, CO, MAC, & WDDOC not having same len

Also bring existing procedures for these items - and ideas for new procedures.

- Work on these two issues
- Bring ideas for SMAS problem

**QUALITY OF**

**WORKLIFE**



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Kathy Ewing  
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WDDOC Problems  
December 11, 1990

- 1 Problem: MAC clerks don't have a clear understanding of TIRKS CD.  
Goal: Service clerks given ability to read TIRKS CD.
- 2a Problem: Untimely updating of WDDOC.  
Goal: Timely updating of WDDOC.
- 2b Problem: RCC and CO have one LEN, WDDOC has another and MAC a third.  
Goal: All three have same LEN.
- 3a Problem: Incomplete and wrong SMAS information on WDDOCs.  
Goal: Complete and correct SMAS information on WDDOC.
- 3b Problem: No clear criteria for SMAS with D5 CXR.  
Goal: Clear criteria for SMAS with D5.
- 3c Problem: Missing SMAS information on SLC5 where it is test capable.  
Goal: No missing SMAS, info on SLC Series 5 where it is test capable.
- 4 Problem: No cosmic tie pairs on WDDOC.  
Goal: Cosmic tie pairs noted on WDDOC.
- 5a Problem: WDDOCs are not being reviewed before being issued and released from CPC.  
Goal: Review WDDOCs before issuing and releasing from CPC.
- 5b Problem: Original or existing issue of WDDOC is not typed correctly.  
Goal: Accurately typed WDDOCs.
- 6 Problem: Jack information is missing or wrong on the WDDOC.  
Goal: Correct jack information.
- 7 Problem: Circuits designed wrong.  
Goal: Circuits designed correctly.
- 8 Problem: Wrong levels have to be manually correct on SLC DSØA level.  
Goal: Right levels automatically.
- 9 Problem: LEN lists don't match from CO and MAC.  
Goal: Match the lists.
- 10 Problem: LEN is defective, occupied or has wrong option (LS/GS).  
Goal: LEN is not defective, occupied or given wrong option.
- 11 Problem: Incomplete, missing or out-of-date customer contact information.  
Goal: Complete and up-to-date contact information.

- 12 Problem: All Company owned equipment not shown on WDDOC or inventoried in any manner (i.e., string directs, floating cable).  
Goal: Have all equipment in records and inventory.
- 13 Problem: Not having usable facilities on time.  
Goal: To have usable facilities on time.
- 14 Problem: OSSCHO does not update pair changes automatically for GDS.  
Goal: Update OSSCHO automatically.
- 15 Problem: WDDOC for second circuit on a dual SLC SPOTS card uses a different vintage card than the first circuit.  
Goal: Match SLC SPOTS cards on both circuits.

Problem: MAC clerks don't have a clear understanding of TIRKS CD.  
Goal: Service clerks given ability to read TIRKS CD.

<u>Causes</u>	<u>Results</u>
1) No training.	1) WDDOCs issued with incorrect assignments.
2) No familiarity with CD.	2) Unable to read TIRKS.
	3) Can't direct customer to proper department.
	4) Bad quality of service.
	5) Frustration of clerks.

Additional Information:

MAC clerks would like a better understanding of the CD.

MAC clerks can't read CD and can't answer their customers' questions, much less refer them to the proper place.

Training will improve quality.

MAC is perceived by many as the first place to call or a "clearinghouse" for the tech's questions.

MAC presently has to check with CPC today on their questions.

Charmaine Dykas - TIRKS training.  
Check on cross-training.  
Better understanding of TIRKS CD.

How to ID: Trunk cable	History of circuit
House cable	How to pull up circuits
Feeder cable	
Distr. cable	
SLC cable	

Training will result in the following:

- 1) Will save time with tech's calls.
- 2) MAC clerks won't have to run upstairs or make extra calls for clarification.
- 3) MAC clerks won't have to interrupt a co-worker or someone in another work group.
- 4) Will result in a savings for the company in time of the outside tech, the MAC clerk and other work groups involved.

Linda C. will check with Evie and clerks and arrange on the training session; and she will ask the clerks for their training needs.

Kathy will check with Charmaine for 1st quarter '91 training.

Problem: Untimely update of WDDOC.

Goal: Timely updating of WDDOC.

Derived From: How does MAC give pair and LEN changes to FAB; what, if any, is the time frame involved to update the WDDOC?

<u>Causes</u>	<u>Results</u>
1) Low priority for FAB (fill in time).	1) Inaccurate MAC and TIRKS data bases.
2) Outside techs, COTs and SSC techs don't always talk to same MAC person, papers all over MAC area for a particular pair change.	2) Longer duration of trouble analyzation;
3) Failure of SSC tech to call correction to MAC.	3) Customer out-of-service duration is longer.
4) Procedures are not being followed.	4) Wasted time on test appointment waiting for CO and/or tech to rewire.
	5) Negative attitude reflected towards other departments; tech ↔ disp tech ↔ SSC tech.
	6) Tech is given wrong information.
	7) Poor customer service.
	8) Wasted time.

Additional Information:

? set up procedures



Problem: RCC and CO have one LEN, WDDOC has another and MAC a third.  
Goal: All three have same LEN.

Derived From: I have run across problems where RCC and CO are working on one LEN and there is another LEN on the WDDOC and a third LEN in MAC.

Causes

- 1) Procedures are not being followed.
- 2) CO and RCC moved LEN and neither took responsibility to follow thru on getting paperwork updated.

Results

- 1) Inaccurate documentation.
- 2) SSC checking for wrong LEN - cable pair connections.
- 3) Wasted time verifying what is wired where.
- 4) Additional time taken to correct all data bases.
- 5) Customers can get put OOS.

Problem: Incomplete and wrong SMAS information on WDDOCs.  
Goal: Complete and correct SMAS information on WDDOC.

Derived From:

- Digital SMAS is inaccurate:
  - No 703 line of information.
  - Configuration is 4AB not DAB.
  - Impedance is 22 not 11.
  - No UDR (User Data Rate)--No T0A, T0B, T0C or T0D.
- Wrong SMAS information.
  - . Configuration of MBA instead of 4B1, making signaling EME not NON.
  - . SMAS configuration incompatible to orientation.
- SMAS information all question marks.

Circuit IDs: 84/HWDZ/825606/WT/100  
84/HWDZ/825565/A-F,100  
44/XHFS/100360/WT/G

<u>Causes</u>	<u>Results</u>
1) Program tables.	1) No testing capability.
2) CDS design tables.	2) Takes additional time to load SARTS correctly.
3) Manually overtype 4 to D on digital.	3) Look up UDR codes.
4) Manually overtype 22 to 11 on digital [No digital package?]	4) If EF (i.e.) can cause testing into wrong direction (maybe into bridge).
5) UDR - Not built.	5) Frustrated testers.
6) Wrong channel in D5 gives wrong 703 info on SARTS.	6) Circuit takes longer to activate (work on).
7) Procedures not being followed the same way interdepartmentally.	7) Inaccurate testing.
8) Procedures not clearly defined.	8) No one calling FAB because of no response to trouble. This makes FAB not consider it a problem.
9) SSC does not know procedures.	
10) Human Error	

Additional Information:

Staff - SSC SMAS Staff Person - Paul Sorensen  
TIRKS Staff - Henry Olson  
CPC SMAS Staff - Bill Dodd

Problem: No clear criteria for SMAS with D5 CXR.  
Goal: Clear criteria for SMAS with D5.

Derived From: Second unnecessary SMAS with D5s, not stand alone. Staff letter indicates can remove one of the SMAS.

Circuit ID: 44/XHFS/100360/WT/G  
44/LGGS/30330/WT  
44/LGGS/109279/WT/F

Causes

- 1) Exact SARTS capabilities of D5 SMAS unknown (i.e., T&L).
- 2) WDDOC not screened before being issued.
- 3) Misinformation interdepartmentally.

Results

- 1) Get second unnecessary SMAS.
- 2) Testers not sure if external SMAS should be wired or where to test from.
- 3) External SMAS not wired in office but on WDDOC - wastes time testing.
- 4) External SMAS wired in before corrections are made and must be removed.

Problem: Missing SMAS information on SLC5 where it is test capable.  
Goal: No missing SMAS, info on SLC Series 5 where it is test capable.

Derived From: SMAS information all question marks.

Circuit IDs: 11/FDDC/4092/WT  
44/LGGS/109279/WT/F

<u>Causes</u>	<u>Results</u>
1) Question marks missed by CPC.	1) Wasted time for SSC calling FAB to correct.
2) WDDOC not screened.	
3) No complete list of Series 5 test capable offices at all necessary departments.	2) Assigning TPs where not test capable.
4) Procedures not being followed.	

Problem: No cosmic tie pairs on WDDOC.  
Goal: Cosmic tie pairs noted on WDDOC.

Causes

- 1) CO/SSC doesn't give FAB tie pair info.
- 2) Tie pairs changed and info not updated on WDDOC.
- 3) If not in MAC, CPC thinks one isn't needed.

Results

- 1) Takes CO longer to trace troubles.
- 2) Tie pairs not on WDDOC for future orders.
- 3) Inaccurate WDDOC.
- 4) Wasted time tracing circuit, then calling FAB, then calling MAC, then redoing process.
- 5) Checkers checking checkers - Madison, Appleton.
- 6) Some SSC techs are missing checking til the tech gets to field in Milwaukee.

Problem: WDDOCs are not being reviewed before being issued and released from CPC.

Goal: Review WDDOCs before issuing and releasing from CPC.

Derived From: Are PRO-CDS designs spot checked before being released; are parameters known to be correct?

<u>Causes</u>	<u>Results</u>
1) Clerical people too busy.	1) Circuits designed wrong and issued.
2) Quality traded in for quantity.	2) Associates feeling pressured and stressed.
3) Attitude problem of "who cares" or "let's just get this out."	3) Negative attitude about correction of problem.
4) CPC doesn't understand how CPC job impacts SSC, CO, outside tech's jobs.	4) Attitude 'WHO CARES'.
5) CPC too remote from customer.	5) Frustration and poor customer service.
6) CPC does not consider SSC as their "customer".	
7) Fear of losing their job.	
8) Not screening WDDOC.	

Problem: Original or existing issue of WDDOC is not typed correctly.  
Goal: Accurately typed WDDOCs.

<u>Causes</u>	<u>Results</u>
1) Human error.	1) Wrong information optioned on channel units.
2) WDDOC's not screened before releasing them.	2) Wrong LENSs wired in.
3) FAB doesn't know about their mistakes. Calls to FAB don't indicate inaccurate typing so coding of call is inaccurate.	3) Time consuming double checking things on turnup.
4) No call to FAB to correct.	4) Checking for inaccurate info on maintenance troubles. If out-of-hours can take two to three hours to verify correct info.
5) MAC is called instead of FAB for some corrections.	5) Callout of COTs and techs to verify info.
	6) Burning computer time.

Problem: Jack information is missing or wrong on the WDDOC.

Goal: Correct jack information.

<u>Causes</u>	<u>Results</u>
1) Info not transferred from service order to WDDOC.	1) Outside tech can't find or know what kind of termination.
2) Incorrect ordering from customer/vendor.	2) Delayed customer service.
3) Jack info missing or incorrect on service order.	3) Vendors dispute jack installation from what was ordered/not easily verified.
4) Tech doesn't indicate what jack he installed.	4) Second dispatch to change jack or verify jack info.
5) Training/reinforcement.	5) Incorrect billing.
6) Jack info incorrect on service.	6) No billing for jack.
	7) Money - internal cost of \$160 per ASR to Independent Company for wrong info.
	8) Customer refunds.
	9) Bad reflections to independent customer, etc.

NOTE: Valid USOC codes exist for defining jacks.



Problem: Circuits designed wrong.  
Goal: Circuits designed correctly.

Derived From: Circuits designed wrong. Circuits designed coming out of wrong offices.

Circuit IDs: 64/TANA/2763/WT                      84/HWDZ/825585/WT/B  
                  4/LDGS/489687/GTWI                44/LGGS/108653/WT  
                  44/LGGS/107417/WT

<u>Causes</u>	<u>Results</u>
1) On repops - CDS design info not eliminated on new designs.	1) Wasted time in trying to figure out what WDDOC is trying to do.
2) Human error.	2) High level of frustration.
3) Lack of training (reinforcement/ understanding)	3) Tie up several departments to resolve error.
4) Tables not updated with new enhancements.	4) Hard to meet due dates.
5) Incomplete or incorrect info from customer or from business office - ICSC/COG.	5) Unnecessary wiring possibly done before detecting error.
	6) Poor customer service or no service.
	7) High internal costs to meet DD.

Problem: Wrong levels have to be manually corrected on SLC DSØA level.  
Goal: Right levels automatically.

Causes

- 1) No program for setting levels.
- 2) Wrong levels appear.
- 3) TIRKS doesn't give correct level.

Results

- 1) Wrong level to test at digital point in SLC when not correct.
- 2) Excessive time spent manually typing things that could be computer programmed.
- 3) Call FAB to correct waste of time.
- 4) Wastes money.
- 5) Must reissue.

Additional Information:

In auto parts book - memo out explaining that settings should be Ø at DSØA level.

Problem: LEN lists don't match from CO and MAC.

Goal: Match the lists.

Derived From: It appears there is still a problem with LENS being shown GS in the data base but are not GS in CO. Do you feel there is a problem, and in what CO?

<u>Causes</u>	<u>Results</u>
1) Records completed in MAC data base, work not done in CO.	1) Inaccurate data base.
2) Dial Administrator not keeping MAC data base pure.	2) Waste time verifying what's actually there.
3) Low priority for CO.	3) Cost of checking and doing work that should have already been done.
	4) Puts customer OOS.

Additional Information:

Dial Administrator corrects data base.

Problem: LEN is defective, occupied or has wrong option (LS/GS).  
Goal: LEN is not defective, occupied or given wrong option.

Derived From: How does it occur that RCC receives one LEN and there is a different LEN on the WDDOC?

Causes

- 1) No CO MAC ticket for Specials, information must come from WDDOC.
- 2) Data base inaccurate.
- 3) Typing errors.
- 4) RCC error.
- 5) Procedure not followed.
- 6) Not marking defective LENS.

Results

- 1) Longer time to provision circuit.
- 2) Longer out-of-service time for customer.
- 3) Inaccurate data base, the LEN is shown as vacant not defective.
- 4) Wastes time shooting trouble.
- 5) Callouts to verify wiring on out-of-hours.
- 6) Incorrect forecasting for particular office.

Problem: Incomplete, missing or out-of-date customer contact information.  
Goal: Complete and up-to-date contact information.

<u>Causes</u>	<u>Results</u>
1) Info not updated when given.	1) No contact.
2) IC gives contact name on trouble. Do we verify old contact info on our data base with customer?	2) Makes us look incompetent.
3) On inside moves, outside tech does not update SSC tech.	3) Poor customer service.
4) Poor methods and procedures or not being followed.	4) Tech doesn't know where demark is located on site.
5) Is there clear criteria?	5) Wastes time locating customer.
	6) Inaccurate issuing of ASRs.
	7) Independent Company relations are strained.
	8) Customer relations are strained.

Problem: All Company owned equipment not shown on WDDOC or inventoried in any manner (i.e., string directs, floating cable).

Goal: Have all equipment in records and inventory.

<u>Causes</u>	<u>Results</u>
1) No data base program to inventory on-premise equipment.	1) Tech doesn't get info on dispatch.
2) No one responsible for maintaining the uninventoried equipment.	2) Frustration.
	3) We don't know what we have on site - Are we billing customer or losing money?
	4) May be using customer's equipment and maintaining it free of cost.
	5) Big problem if tech sent to trouble is not the regular guy because no one can give him info.

Problem: Not having usable facilities on time.

Goal: To have usable facilities on time.

Derived From: What would it take to verify that new outside facilities are operational before assigning them? Examples:

- SLCs not turned up in time
- Cable cuts
  - Cable replacement
  - New cable placement
  - New terminals
  - New buildings

<u>Causes</u>	<u>Results</u>
1) Lack of interdepartmental communication on job status.	1) Due dates are hard to meet.
2) Original time table not met and then availability date not changed.	2) Orders need to be redesigned with alternate facilities.
3) New facilities don't exist.	3) Frustrated testers and technicians.
4) No upfront checking of facilities by Marketing.	4) Poor customer service.
5) Multiple orders issued to circumvent procedures.	5) Megabucks spent giving customer service on due date (overtime).
6) No upfront checking on quantity of circuits ordered by Marketing.	6) MAC data base not up-to-date.
7) Each department uses same due date instead of different dates. This does not allow every department to complete their work by customer due date.	
8) Facility providers use DD instead of giving service prior to PTD date.	

Additional Information:

Departments involved - Outside Plant Engineering  
- Account Executive  
- Cutover  
- Construction

Problem: SLC CLLI not on A to Z end.

Solution: Staff departments agreed to put last serving office as the Z end designation instead of the SLC CLLI in the Z end location located at the top of the word document.

Derived From: SLC CLLI not on A/Z end.

Circuit IDs: 11/FDDC/4092/WT  
84/NDDZ/414/521/7575  
44/LGGS/112608/WT

Causes

Results

(Completed - Resolved)