TL 9000 베스트 프랙티스

(TL 9000 Best Practice)

최 성 운*

요 지

본 연구는 TL 9000 요건 : R 2.5 적용 해외 베스트 프랙티스, TL 9000 성과지표 : R 2.5 적용 해외 베스트 프랙티스, Supplier Diversity 적용 해외 베스트 프랙티스 및 TL 9000 품질시스템 구축 국내 프랙티스를 소개한다.

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1. 해외 베스트 프랙티스

1.1 TL 9000 Requirements Case Study, Nortel Networks

TL 9000 Benefits

- Establishes a company-wide set of industry accepted metrics
- Opportunity to participate in Best in Class activity
- Metric benchmarks will assist company in focus areas of improvement when available
- TL model evolves an Industry spedific focus
- Provides a unified Quality System view to partners, customers and associates

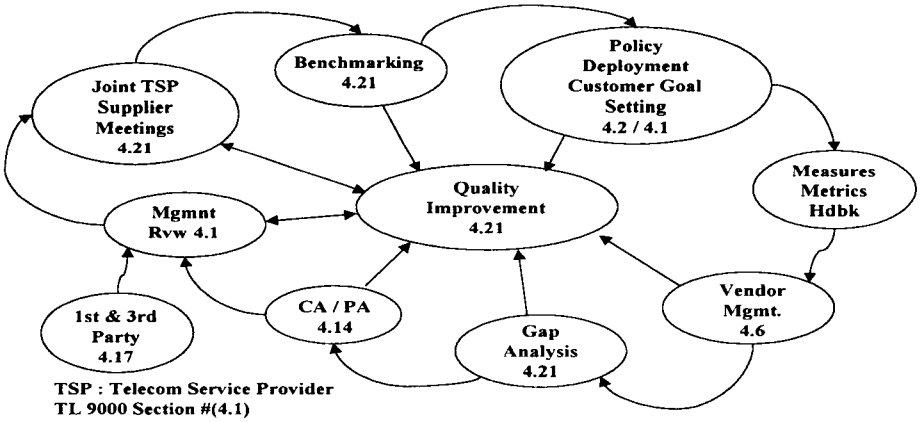
1.2 TL 9000 Requirements Deployment, Fujitsu Network Communications, Inc.Motorola

Summary

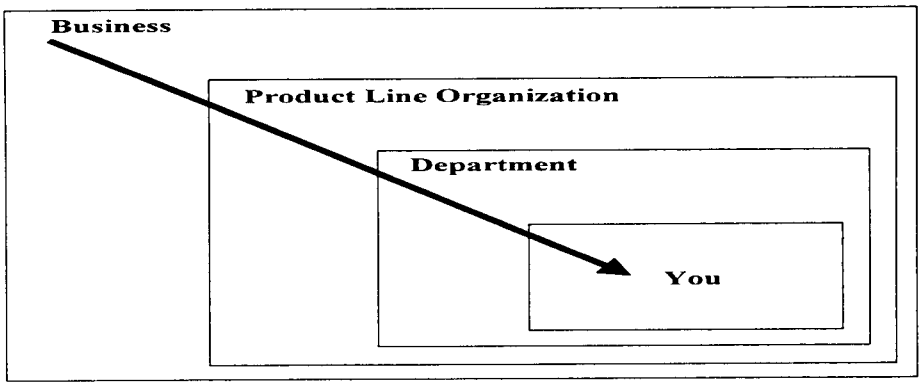
- Ensure executive management support
- Establish goals and objectives
- Do P-D-C-A cycle on all major activities
- Provide enough details on project plans
- Emphasize importance of training
- Communicate constantly with employees, customers and subcontractors

1.3 TL 9000 Metrics, Lucent Technologies Tellabs Operations, Inc.

- Supplier Metric Usage



· Policy Deployment



· Policy Targets, Status, Owners

TL 9000 Metric	Base line	1Q Actual	2Q Actual	3Q Actual	Target	Owner/Steward
On Time Delivery	85%	87%	86%		90%	D'Emolio / Ven Seun
Problem Reports Density % of plan	92%	92.3%	92.2%	92.3%	94%	Lossok / Lex
Problem Report Fix Response Time % within objective	69%	80%	83%	86%	85%	Lex / Geuldin
System Outage (min/sys/year)	1 min	.330 min	.330 min	.251 min	1 min	Cicon / Nicosie
Return Rates Density % of Plan	97.2%	98.4%	102.8%	102.9%	99%	Holmos / Thomes
Sftw Release Aborts % of Plan	100%				85%	D'Emolio / Kritzmechor
Customer Satisfaction % of Plan	92.5%	96%	95%	93%	95%	D'Emolio / Ven Seun
Service Quality % of Plan	93%		94%		97%	Lex / Thomes

1.4 Using Metrics to Drive Network Improvement, BellSouth

Overall Customer Focused Measurement : DPM

· DPM = Defects per Million

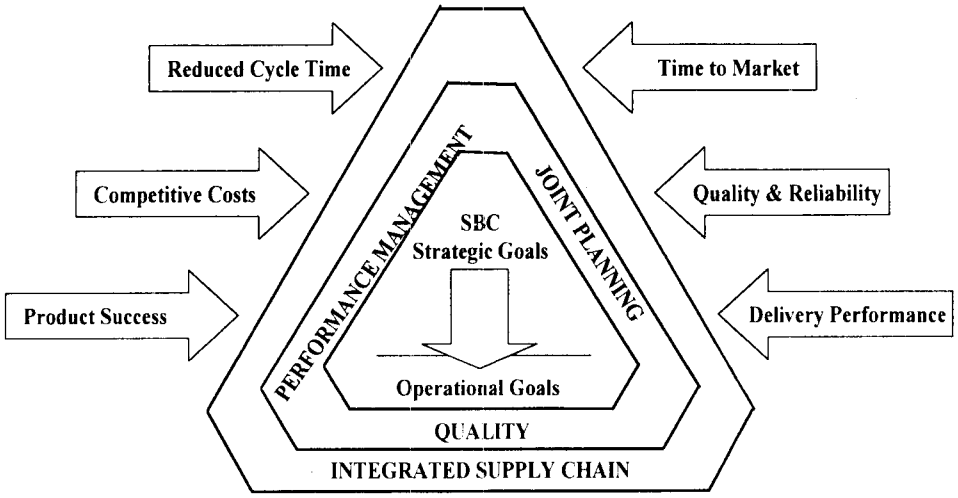
· $DPM = \frac{Nmber\ of\ Blocked\ Calls}{Call\ Volume\ (\in\ Millions)}$

e.g. $\frac{23,000,000\ Blocked\ Calls\ (Yearly)}{153,500,000,000\ Totals\ Calls\ (Yearly)}$

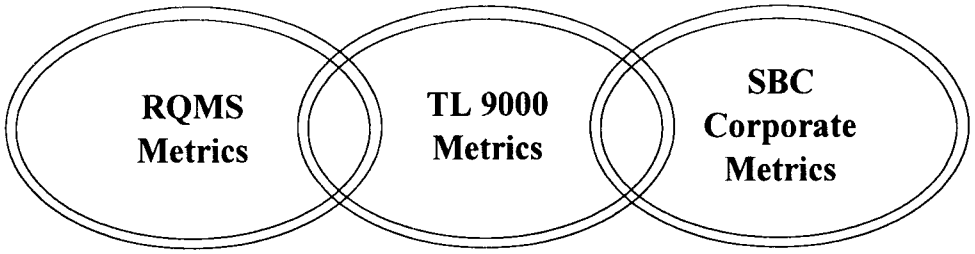
equals approximately 150 DPM

1.5 Web Based Reporting of TL 9000 Metrics, SBC

· Supply Chain Integration



· SBC's Integrated Approach to Performance Metrics



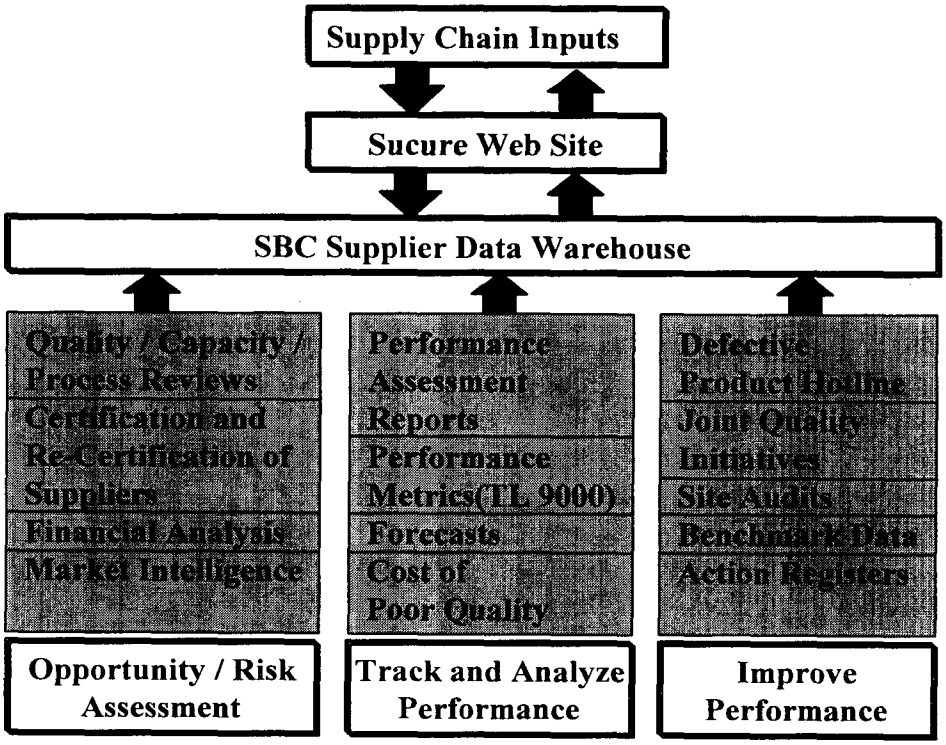
Defective Patches
Release Application Aborts
Unscheduled Outages

Problem Reports
Return Rates
On-Time Delivery
Outage Duration
Outage Frequency

Warehouse Non-Conformances
Supplier Diversity
Customer Satisfaction Survey
Supplyline Management
Installation Quality

Scope : Hardware - Software - Services

· Web-Enabled Supply Chain Communication



1.6 Using TL 9000 Measurements, Alcatel

· Balanced Score Card

· CSI

· Mapped to TL 9000 Product :

1st Yr. Return Rate	FYR	5%
Long Term Return	LTR	7%
Repair Re-return	SQ3	2%
Outage frequency	SO3	6%
Outage duration	SO4	9%
SW Update quality	SWU	3%
New Product Introduction	not TL	8%
Total		40%

1.7 Supplier Diversity as a Best Practice, SBC, Nortel

· Work toward "World Class" Supplier Diversity Programs and annual supplier diversity results of 10% M/W/DVBE procurement

· QuEST Supplier Diversity Excellence : Rating Summary

Program Element	Maximum	Score	Elements
Element 1 - Policy	48		16
Element 2 - Planning	39		13
Element 3 - Processes	81		29
Element 4 - Measurement, Tracking and Reporting	36		12
TOTAL	204		

	Rating	Score
Maturity Level		

137 points - 204 points	Best-In-Class
69 points - 136 points	Advanced
68 points or less	Emerging

2. 국내 프랙티스

- OHP 참조

3. 결 론

1) TL 9000 요건 : R 2.5 적용 해외 베스트 프랙티스
2) TL 9000 성과지표 : R 2.5 적용 베스트 프랙티스
3) Supplier Diversity 적용 베스트 프랙티스
4) TL 9000 국내 프랙티스

[참 고 문 헌]

1. QUEST FORUM, TL 9000 Quality System Requirements, Book One, Release 2.5, 1999.
2. QUEST FORUM, TL 9000 Quality System Metrics, Book Two, Release 2.5, 1999.
3. Http://www.questforum.org/ .