



The Network Management Centre (NMC) of this major mobile Telco monitored alarms from the UK network encompassing 12,000 base stations. The network generated 26,000 critical alarms each month and the NMC team either cleared the alarm remotely or passed a case to a field engineer.

The work of the NMC was critical to provide the highest quality of service and network availability to the company's 15 million UK customers, a critical differentiator in a very competitive market at that time.

The Challenge:

The NMC had witnessed a great deal of recent change, including:

- Structural change - the reduction in the number of network management centres across the country and the amalgamation of work into the one remaining centre
- Introduction of new systems and network monitoring tools
- Network evolution and growth
- Launch of 3G

As a result the NMC was facing a number of challenges:

- Meeting service levels on the alarms
- Improving the quality of the work produced and the level of fault diagnosis
- Adherence to process - particularly as engineers had come from different centres
- Matching the available resource to the alarm arrival patterns – the NMC was split into four teams each working 12 hour shifts

And, fundamentally, how do you analyse, improve and measure processes when everything is moving around you?

The Solution:

We were asked to help optimise the way the NMC and shift teams managed alarms and faults on the network were dealt with. The necessary change management skills were not available in-house and the NMC team were facing a number of 'business as usual' challenges. It was felt by the NMC senior

management team that an external perspective would be highly valuable.

To understand the true level of change we baselined current performance identifying and prioritising areas for improvement. We completed a comprehensive Discovery Audit including:

- Extensive work sampling - whereby our consultants sat with engineers and observed the processes that were used to deal with alarms
- Structured interviews - with a range of staff, managers and internal customers
- Staff surveys
- Management information, technology and process documentation review

From the Discovery Audit, a number of key issues were identified:

- Processes were poorly defined and documented
- Engineers were dealing with the diagnosis of faults in different ways
- Field engineers receiving work from the NMC often had to re-work the fault analysis or complete more investigation
- There was no reliable management information
- The technology used did not fully support the business processes
- The teams had low morale but an appetite to do better.

Potential benefits in the region of £400,000 were identified or 15% of capacity, documented and validated with senior management.



Improvement Approach:

The improvement plan was split into four work-streams:

- Process
- Technology
- People and Organisation
- Management Information

Each of the four NMC shift teams nominated a 'Champion' for each of these key benefit areas and the four work streams were created - each work stream being led by one of our consultants with the objective of realising the identified benefits fully utilising the input of the Champions. Our consultants also mentored and coached the champions.

For example, in the process work stream, the process champions identified the 5 key processes in the NMC. Our consultants coached them to analyse the 'as is' processes and develop 'to be' processes taking fully into account internal customer feedback. The process champions, with our assistance, then trained their own colleagues in the new processes and developed procedures to sample processes going forward.

Results:

Across the four work streams, a host of improvements were made, including:

1. Engineers developed a management information dashboard showing key customer, financial and process measures - the dashboard is now completed and circulated on a monthly basis
2. A number of improvements to the office layout were implemented by the team
3. Champions facilitated the completion of staff surveys and the identification of actions needed to improve survey results.

As a result of the programme, a number of benefits were realised:

1. The NMC speed of tackling critical alarms on the network has improved greatly - with

95% of critical alarms being dealt with within 30 minutes - previously around 80% had been achieved. The impact of this improvement is a speedier resolution of customer impacting faults

2. There was a 20% reduction in the number of locally based engineer call outs due to better fault diagnosis. This significantly reduced costs as more faults are fixed remotely without incurring the expense of on-site engineers
3. Regular sampling and coaching has shown month-on-month improvements in adherence by engineers to the new processes
4. Surveys completed by the internal customers that the NMC serve revealed ongoing improvement in the quality of work being passed to them, leading to less requirement for and duplication of fault analysis

The manager of the NMC, said “the intervention has created a huge amount of momentum for us. The changes to our operational culture and processes will deliver higher levels of network availability and help establish us as the network of choice for the new generation of 3G customers”.

How can Realised help?

We will support you with your change initiatives to establish the optimum business culture with ideal behaviours and values critical for delivering excellent customer experiences. Realised will provide specialist advice and support to assist your people to implement the required changes.

Contact Realised

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