

E. Test Results: Work Center Capacity Management Evaluation - xDSL (PO&P15)

1.0 Description

The objective of the Work Center Capacity Management Evaluation was to review the safeguards and procedures in place to plan for and manage growth in the capacity requirements for the manual processes and workforce supporting xDSL pre-order and order processing.

2.0 Methodology

This section summarizes the test methodology.

2.1 Business Process Description

BellSouth's xDSL wholesale offerings are categorized as either Resale services or Unbundled Network Elements (UNEs). As part of its Resale offering, BellSouth sells its Consumer-Class Asymmetrical Digital Subscriber Line (ADSL) service to both network service providers (i.e., Internet service providers, corporations, and universities) and BellSouth Internet Services (BellSouth.net). The Internet Service Providers and BellSouth.net subsequently re-sell the end-to-end ADSL service to their respective customers using their own brand names. As part of its UNE offering, BellSouth leases its unbundled local loops to facilities-based Competitive Local Exchange Carriers (CLECs), which in turn provide xDSL service to customers using their own xDSL equipment. BellSouth's Unbundled ADSL and High Bit-rate Digital Subscriber Line (HDSL) Loops (UALs and UHLs, respectively) are capable of supporting specific xDSL services. CLECs may also lease Unbundled Copper Loops (UCLs) from BellSouth, which may or may not be capable of supporting xDSL service.

Resale and Retail xDSL pre-order and order processing activities, such as loop qualification and order submission, are supported by mechanized processes. UNE xDSL pre-order and order processing activities are supported by manual processes that reside in three primary BellSouth work centers: the Complex Resale Services Group (CRSG), the Service Advocate Center (SAC), and the Local Carrier Service Center (LCSC). The CRSG and SAC support pre-ordering; the LCSC supports order processing.

CLEC xDSL (UNE) pre-ordering begins with the submission by email or fax of a Service Inquiry (SI) and a Local Service Request (LSR) to the CRSG. The CRSG performs address validation on the LSR and forwards the SI to the SAC. The SAC determines if the specific loop identified in the SI is qualified to support xDSL service. In addition to providing SI responses to the CRSG, the SAC also reserves facilities and provides trouble-shooting support for specific orders.

Once a qualified loop has been identified for the CLEC's SI, the CRSG subsequently faxes the CLEC's printed LSR to the LCSC for screening and entry into the Local Order Number (LON) tracking system. Once it has been determined that the LSR is complete and that all information has been validated, the LCSC enters the LSR (service order) into the Exchange Access Control and Tracking (EXACT) system and issues Firm Order Confirmations (FOCs), Clarifications, or Cancellations, as appropriate, to the CLECs.

2.2 Scenarios

Scenarios were not applicable to this test.

2.3 Test Targets & Measures

The test target was BellSouth's xDSL Pre-order and Order Processing Capacity Management process for the CRSG, SAC, and LCSC Work Centers. Processes, sub-processes, and evaluation measures are summarized in the following table. The last column "Test Cross-Reference" indicates where the particular measures are addressed in section 3.1 "Results & Analysis."

Table IV-5.1: Test Target Cross-Reference

Process	Sub-Process	Evaluation Measure	Test Cross-Reference
xDSL Pre-Order and Order Processing Capacity Management	Data collection and reporting of business volumes, resource utilization, and performance monitoring	Adequacy and completeness of data collection and reporting	PO&P-15-1-1 PO&P-15-1-2 PO&P-15-1-3
	Data verification and analysis of business volumes, resource utilization, and performance monitoring	Adequacy and completeness of data verification and analysis	PO&P-15-1-4 PO&P-15-1-5 PO&P-15-1-6
	Workforce and capacity planning	Adequacy and completeness of workforce and capacity planning	PO&P-15-1-7 PO&P-15-1-8 PO&P-15-1-9 PO&P-15-1-10

2.4 Data Sources

The data collected for the test are summarized in the table below.

Table IV-5.2: Data Sources for Work Center Capacity Management Evaluation - xDSL

Document	File Name	Location in Work Papers	Source
LEO Open Work Reports	No Electronic Copy	PO&P-15-A-1	BLS
MARCH System Reference, Issue 1, March, 2000	No Electronic Copy	PO&P-15-A-3	BLS
HairPIN and SIDEdoor, Issue 1, January, 2000	No Electronic Copy	PO&P-15-A-4	BLS
SOCS – UNE, Issue 1, July, 1999	No Electronic Copy	PO&P-15-A-6	BLS
UNE Work Types, Issue 1, March, 1997	No Electronic Copy	PO&P-15-A-7	BLS
UNE – 2W Designed Voice Grade Port and Voice Grade Loop, Issue 1a, February 2000.	No Electronic Copy	PO&P-15-A-9	BLS
CCSS Procedures, Issue 2, January, 2000	No Electronic Copy	PO&P-15-A-15	BLS
DSG Failed Provisioning Report	No Electronic Copy	PO&P-15-A-18	BLS
DSG Failed Validation Report	No Electronic Copy	PO&P-15-A-19	BLS
Anticipated Headcount Needs in Support of UNE Growth in the CRSG, as of 4/01/00	No Electronic Copy	PO&P-15-A-22	BLS
Top CLECs in CRSG Based on Number of LSRs Per Month, 5/01/2000	No Electronic Copy	PO&P-15-A-23	BLS
BellSouth ADSL “At A Glance,” 10/ 6/1999	No Electronic Copy	PO&P-15-A-24	BLS
ATL Outstanding UNE Work, 1/24/2000	No Electronic Copy	PO&P-15-A-25	BLS
Not Done by Center Report, 1/20/2000	No Electronic Copy	PO&P-15-B-26	BLS
BRITE System Reports by CLEC	No Electronic Copy	PO&P-15-B-27	BLS
BRITE Pending SI Response Report	No Electronic Copy	PO&P-15-B-28	BLS
BRITE Total TOS Report	No Electronic Copy	PO&P-15-B-29	BLS
Atlanta UNE Results 2000	No Electronic Copy	PO&P-15-B-30	BLS

Document	File Name	Location in Work Papers	Source
Escalation Procedures for the Unbundled Network Element (UNE) Center, Issue 2f, December, 1999	No Electronic Copy	PO&P-15-B-31	BLS
Calendar Events, Issue 1, December, 1999	No Electronic Copy	PO&P-15-B-34	BLS
Birmingham UNEC—LCSC Service Order Error Feedback, Issue 1, January, 2000	No Electronic Copy	PO&P-15-B-35	BLS
Asymmetrical Digital Subscriber Line (ADSL), Issue 1, 11/ 11/1999	No Electronic Copy	PO&P-15-B-36	BLS
Resale Turn-up for Orders Not “Switched As Is,” Issue 2, February, 2000	No Electronic Copy	PO&P-15-B-37	BLS
CREX Job , Issue 1, January, 2000	No Electronic Copy	PO&P-15-B-38	BLS
Escalation, Issue 1, February, 2000	No Electronic Copy	PO&P-15-B-39	BLS
LMOS Codes and Procedures, Issue 1a, August, 1999	No Electronic Copy	PO&P-15-B-40	BLS
Performance Review for ET, Issue 1, February, 2000	No Electronic Copy	PO&P-15-B-41	BLS
Performance Summary—Maintenance Administrators, Issue 1, February, 2000	No Electronic Copy	PO&P-15-B-42	BLS
Resale Screening for Complex Design Turn-up, Issue 1c, 9/14/1999	No Electronic Copy	PO&P-15-B-43	BLS
SD/MA Policy Issue 3a, March, 2000	No Electronic Copy	PO&P-15-B-44	BLS
Screening—Non-Designed Provisioning, Issue 2, February, 2000	No Electronic Copy	PO&P-15-B-45	BLS
Screening—Designed, Issue 2, March, 2000	No Electronic Copy	PO&P-15-B-46	BLS
Quality Control, Issue 2, January, 2000	No Electronic Copy	PO&P-15-B-47	BLS

Document	File Name	Location in Work Papers	Source
Past Due Service Order handling, CLEC DD miss. , Issue 1, March, 2000	No Electronic Copy	PO&P-15-B-48	BLS
Past Due Service Order Due to PF, Issue 1, March, 2000	No Electronic Copy	PO&P-15-B-49	BLS
Past Due Service Order due to BellSouth, Not PF, Issue 1, March, 2000	No Electronic Copy	PO&P-15-B-50	BLS
Weekly Atlanta Production Report. All groups from 5/22/00 thru 5/27/2000	No Electronic Copy	PO&P-15-B-52	BLS
Email and BellSouth ADSL Service (Tariffed) Documents	No Electronic Copy	PO&P-15-B-53	BLS
Georgia ADSL-Equipped Wire Centers, 3/09/2000	No Electronic Copy	PO&P-15-B-54	BLS
Work Management Center Dispatch Procedures for Installation and Maintenance of ADSL Service	No Electronic Copy	PO&P-15-B-60	BLS
Workload Distribution, 7/01/00	No Electronic Copy	PO&P-15-B-61	BLS
Forecasted Covad Bookings	No Electronic Copy	PO&P-15-B-63	BLS
LSR Forecast	No Electronic Copy	PO&P-15-B-64	BLS
Service Rep Headcount Estimates2000-2004	No Electronic Copy	PO&P-15-B-65	BLS
LCSC Center Activity Report	No Electronic Copy	PO&P-15-B-66	BLS
LSR Volume Report by Data source for 3/1/00 to 3/31/00	No Electronic Copy	PO&P-15-B-67	BLS
BRITE System Reports for Thursday, April 6, 2000	No Electronic Copy	PO&P-15-B-68	BLS
CRSG On Line Job Aid UNE New: Responses to SIs, Clarifications	No Electronic Copy	PO&P-15-B-69	BLS
Customer Escalation to the CRSB	No Electronic Copy	PO&P-15-B-70	BLS
Forecasting Spreadsheet for the LCSC	No Electronic Copy	PO&P-15-C-3	BLS

Document	File Name	Location in Work Papers	Source
Unbundled Local Loops, CO Job Aides	No Electronic Copy	PO&P-15-C-4	BLS
Atlanta LCSC Center 2000	No Electronic Copy	PO&P-15-C-6	BLS
DSG SOEG Reports	No Electronic Copy	PO&P-15-C-7	BLS
SAC Attachment to Draft Exception 132, SAC Staffing Formulas	No Electronic Copy	PO&P-15-C-8	BLS
RL 96-12-026BT SAC Recommendations	No Electronic Copy	PO&P-15-C-9	BLS
OSPE/SAC Response, Network and Carrier Service Forecasting	No Electronic Copy	PO&P-15-C-10	BLS
SAC UNE Job Aid	No Electronic Copy	PO&P-15-C-11	BLS
Capacity Management Local Operations Centers	No Electronic Copy	PO&P-15-C-12	BLS
Anticipated Headcount Needs in Support of UNE Growth in the CRSG	BellSouth Forecast.xls	PO&P-15-C-13	BLS
Atlanta LCSC Center Reports - 2000	No Electronic Copy	PO&P-15-C-14	BLS
RELOG Disaster Recovery Plan	No Electronic Copy	PO&P-15-C-15	BLS
N&CS Forecasting Process	Totals.gif	PO&P-15-C-17	BLS
BellSouth FASS Overview	No Electronic Copy	PO&P-15-C-18	BLS
North West Atlanta District SAC Headcount Analysis for UNE/CLEC	No Electronic Copy	PO&P-15-C-19	BLS
OSPE/SAC Response	No Electronic Copy	PO&P-15-C-20	BLS
BellSouth Performance Evaluation, DSG	No Electronic Copy	PO&P-15-D-8	BLS
UNE Loop Make Up, Methods and Procedures (DRAFT) 3/12/2000	No Electronic Copy	PO&P-15-D-9	BLS
Mpower and BellSouth, CRSG Review, March 23, 2000	No Electronic Copy	PO&P-15-D-14	BLS

Document	File Name	Location in Work Papers	Source
UNEC Methods and Procedures for Unbundled ADSL Capable Loops, Unbundled HDSL Capable Loops, and Unbundled Copper Loops	No Electronic Copy	PO&P-15-D-15	BLS
UNEC Methods and Procedures for Unbundled Loop Modification	No Electronic Copy	PO&P-15-D-16	BLS
CRSG Organizational Chart as of 2/01/2000	No Electronic Copy	PO&P-15-D-21	BLS
Georgia AFIG Organizational Chart	No Electronic Copy	PO&P-15-D-22	BLS
Atlanta UNE II Group, Organizational Chart	No Electronic Copy	PO&P-15-D-23	BLS
Complex Team Coorganizational Chart, 6/2000	No Electronic Copy	PO&P-15-D-24	BLS
Tester Score sheet	No Electronic Copy	PO&P-15-D-33	BLS
Unbundled ADSL, HDSL and UCL Loop Job Aid	No Electronic Copy	PO&P-15-D-34	BLS
AFIG/ SOC Error Report	No Electronic Copy	PO&P-15-D-35	BLS
Appendix C – CLEC & BST Work center Disaster Recovery for Local Services	No Electronic Copy	PO&P-15-D-36	BLS
Service Representative Performance Measurement Plan (PMP)	No Electronic Copy	PO&P-15-D-37	BLS
KPMG Draft Exception 132 with BellSouth response	No Electronic Copy	PO&P-15-D-41	BLS
Works Management Center Interview Summary with BellSouth feedback	No Electronic Copy	PO&P-15-D-42	BLS
UNE Center (Birmingham, AL) Interview Summary with BellSouth feedback.	No Electronic Copy	PO&P-15-D-43	BLS
SAC Interview Summary with BellSouth feedback	No Electronic Copy	PO&P-15-D-44	BLS

Document	File Name	Location in Work Papers	Source
LCSC (Birmingham, AL) Interview Summary with BellSouth feedback	No Electronic Copy	PO&P-15-D-45	BLS
LCSC (Atlanta, GA) Interview Summary with BellSouth feedback	No Electronic Copy	PO&P-15-D-46	BLS
DSG Interview Summary with BellSouth response	No Electronic Copy	PO&P-15-D-47	BLS
CRSG Interview Summary with BellSouth response	No Electronic Copy	PO&P-15-D-48	BLS
CPG Interview Summary with BellSouth response	No Electronic Copy	PO&P-15-D-49	BLS
CO Interview Summary with BellSouth response	No Electronic Copy	PO&P-15-D-50	BLS
AFIG Interview Summary with BellSouth response	No Electronic Copy	PO&P-15-E-1	BLS
UNE Center (Atlanta, GA) Interview Summary with BellSouth response	No Electronic Copy	PO&P-15-E-2	BLS
Exception 109	No Electronic Copy	PO&P-15-E-8	BLS
BellSouth response to Exception 109	No Electronic Copy	PO&P-15-E-9	BLS
Peer Review Sign Off, POP 15 Work Center Capacity Management Evaluation, 5/16/00	No Electronic Copy	PO&P-15-E-20	BLS

2.4.1 Data Generation/Volumes

Data for this test was obtained through interviews with BellSouth personnel responsible for processing service inquiries, screening local service requests, resolving facility assignment/order errors, monitoring xDSL order volumes, provisioning orders, and planning work center staffing levels. Reviews of documentation supporting these procedures and structured walk-throughs of order processing sites also provided data for this test.

2.5 Evaluation Methods

The evaluation of BellSouth's Capacity Management for manual xDSL ordering processes began with a review of the work center procedural documentation and

interviews with center personnel to collect information about the processing of xDSL orders. Structured center walk-throughs and direct observation of personnel performing their daily work supplemented the planned test interviews and document reviews. Business transaction volume and forecast data were gathered in order to assess current and future workload. Process models were reviewed to assess the capacity and scalability of the manual processes. Work force planning procedures and staffing plans were evaluated through additional interviews and documentation reviews.

2.6 Analysis Methods

The Work Center Capacity Management Evaluation - xDSL included a checklist of evaluation measures developed by KCI during the preparation of test activities for the BellSouth - Georgia OSS Evaluation. These evaluation measures provided the framework of norms, standards and guidelines for the Work Center Capacity Management Evaluation – xDSL.

The data collected were analyzed employing the evaluation measures referenced above.

3.0 Results Summary

This section identifies the discrete evaluation criteria and test results.

3.1 Results & Analysis

The results of this test are presented in the table below. Definitions of evaluation criteria, possible results, and exceptions are provided in Section II.

Table IV-5.3: Evaluation Criteria and Results

Test Cross-Reference	Evaluation Criteria	Result	Comments
PO&P-15-1-1	There is an established process for capturing business and transaction volumes.	Satisfied	<p>The document entitled “CRSG On Line Job Aid UNE New: Responses to SIs, Clarifications” describes the CRSG’s use of the BLS Resale Information Tracking (BRITE) System to log Service Inquiries (SIs) received from CLECs. The CRSG’s “Pending Service Inquiry Response” report, which is generated from BRITE, provides a listing of SIs received from CLECs.</p> <p>KCI interviews and documentation reviews revealed that the SAC’s “NW ADSL Orders” report, is generated twice daily from the RELOG system/HTA database by an SAC Specialist. Orders referenced on this report are organized by specific wire centers.</p> <p>Generated from the Local Order Number (LON) system, the “LCSC Center Activity” report lists the Local Service Requests (LSRs) received from CLECs. The LCSC’s “LSR Volume</p>

Test Cross-Reference	Evaluation Criteria	Result	Comments
			Report” identifies the type of service requested via CLEC LSRs.
PO&P-15-1-2	There is an established process for capturing resource utilization and performance.	Satisfied	<p>KCI interviews and observations revealed that counts of faxed SIs are kept on a manual stroke sheet in the CRSG fax room. These data are entered into a spreadsheet that is provided to the Sales Support Manager, and that is used for performance evaluation. The “CRSG Year 2000 Headcount Needs Summary” document also provides data on the number of UNE LSRs handled per CRSG headcount, per month.</p> <p>KCI interviews and documentation reviews revealed that the SAC tracks increases in work volumes and provides such data to the local management team for additional headcount authorization, as evidenced by the “OSPE/SAC Response” document. The “OSPE/SAC Response” outlines the SAC’s staffing process for various types of Pending Facility Orders and Loop Make Up Requests. Also included in this documentation is the “SAC Headcount Forecast for CLEC Orders” document, which utilizes performance estimates to trigger additional headcount, and the “Northwest Atlanta District SAC Headcount Analysis for UNE/CLEC” document which utilizes historical and projected performance criteria to forecast headcount adjustments.</p> <p>KCI interviews revealed that a supervisor in the LCSC UNE Design Group begins each work day by analyzing a LON system report, paying special attention to orders that are close to reaching their due date. The “ATL Outstanding UNE Work” report displays open CLEC UNE orders. This document also references the length of time that CLEC orders have been</p>

Test Cross-Reference	Evaluation Criteria	Result	Comments
			outstanding. Performance goals, related to service order accuracy and LSR throughput exist for LCSC Service Representatives and are referenced in the document entitled “Service Representative Performance Measurement Plan (PMP)”.
PO&P-15-1-3	Managers monitor resource utilization and performance through the use of defined instrumentation and other documented tools.	Satisfied	<p>KCI interviews and documentation reviews revealed that CRSG UNE Team Leaders monitor daily Trigger reports generated through BRITE to ensure that requests are being processed and closed within the prescribed time frame of one to five days. Trigger reports include the “Start Date,” “Clarification”, “Not Sent To Service Center,” “Pending FOC from Center,” “Pending FOC to Customer,” and “Pending Service Inquiry Response” reports. UNE Team Leaders also monitor resource utilization by accessing the shared UNE mailbox to view email volume flowing to the Systems Designers.</p> <p>KCI interviews and documentation analysis revealed that SAC managers monitor daily order volumes on the Referred to Engineering Log (RELOG) system. SAC managers also utilize the BLS 5855 Performance Evaluation Tool to measure resource effectiveness in answering all service orders within eight hours, as well as measuring key service commitment criteria.</p> <p>KCI interviews and documentation reviews revealed that daily LCSC progress is monitored by reports generated through LON. One of these reports, entitled the “Weekly Atlanta Production Report – All Groups”, includes the following performance measures:</p> <ul style="list-style-type: none"> • # of errors per order • # of LSRs handled per hour. <p>This report also lists</p>

Test Cross-Reference	Evaluation Criteria	Result	Comments
			resources/headcount assigned to each LCSC manager. Service representatives can view these statistics on a Web-based Intranet site.
PO&P-15-1-4	There is an established process for forecasting and trend analysis of business volumes and transactions.	Satisfied	<p>The “CRSG Year 2000 Headcount Needs Summary” document provides a forecast of the CRSG’s year 2000 UNE orders (listed by CLEC). Also referenced in this document are the CRSG’s historical monthly UNE order volumes.</p> <p>The “OSPE/SAC Response” document provides a formula for forecasting headcount needs as Pending Facility (PF) Order volumes, Loop Make-Up (LMU) volumes, and T1 Order volumes increase in the SAC. The “SAC Headcount Forecast” document provides a forecast for Year 2000 Orders and Inquiries handled by the SAC. The “Northwest Atlanta District SAC Headcount Analysis for UNE/CLEC” document provides historical ADSL and Service Order Inquiry data for the months of May through August 2000, as well as projected volumes for the months of September through December. KCI was also provided with the document entitled “Network & Carrier Service Forecasting.” This document includes processes for Switch, Loop, and Circuit Capacity Management, providing Forecast Assurance, Forecasting Process Basics, Forecasting Analysis Techniques, and Actual-vs-Forecast and Forecast-vs-Forecast Tracking Procedures.</p> <p>KCI interviews and documentation reviews revealed that the LCSC receives an annual UNE Loop forecast, entitled “Forecasted Bookings—2000” from one of its primary CLEC customers. This forecast provides monthly UNE projections for the major cities in which BLS provides service.</p>

Test Cross-Reference	Evaluation Criteria	Result	Comments
PO&P-15-1-5	There is an established process for forecasting and trend analysis of resource utilization.	Satisfied	<p>The “CRSG Year 2000 Headcount Needs Summary” document provides a forecast of the CRSG’s year 2000 headcount needs, based on forecasted UNE volumes. Also referenced in this document is information regarding the LSRs that the CRSG handles per headcount, per month.</p> <p>The SAC provided KCI with the document entitled “OSPE/SAC Response.” Contained in this document is a forecasting process that evaluates the estimated number of resources needed to handle projected SAC transactions, formulas used to determine staff sizing based on Plain Old Telephone Service (POTS), and LMU order volumes. KCI was also provided with a document entitled “Network & Carrier Service Forecasting.” This document includes processes for Switch, Loop, and Circuit Capacity Management, providing Forecast Assurance, Forecasting Process Basics, Forecasting Analysis Techniques, and Actual-vs-Forecast and Forecast-vs-Forecast Tracking Procedures. The section of the document subtitled “Forecast Process Basics,” includes information to be used by SAC staff in preparing forecasts based on trend data as well as resource utilization.</p> <p>KCI interviews and documentation reviews revealed that the LCSC staff organization has a workforce model and LSR forecast data to project capacity within the organization. Overtime is used to gain capacity, and load balancing is conducted by sharing work with the UNE Center in Birmingham via the fax server. The document entitled “Service Representative Headcount Estimates 2000-2004” contains LCSC Service</p>

Test Cross-Reference	Evaluation Criteria	Result	Comments
			Representative headcount forecasts.

Test Cross-Reference	Evaluation Criteria	Result	Comments
PO&P-15-1-6	There are defined methods and procedures for supervisors and managers to follow to evaluate workforce performance and to establish performance metrics and goals.	Satisfied	<p>KCI interviews revealed that a sample of closed folders are reviewed daily by the CRSG clerks to confirm that all data match information recorded in BRITE, and to verify that each SI is adequately documented. This information is tracked and used to evaluate employee performance.</p> <p>KCI interviews revealed that the SAC Manager evaluates the performance of SAC Specialists via use of the performance criteria referenced on the 5855 Evaluation Form. Specialists are evaluated on their effectiveness in answering all service orders within eight hours as well as being measured in key commitment areas including stretch goals, developmental goals, and key goals (the category into which answered calls fall). Reviews are conducted every January and July.</p> <p>The document entitled “Service Representative Performance Measurement Plan (PMP)” references the LCSC’s approach for establishing performance measurements for its UNE and Resale Service Representatives. This document lists performance objectives, rating scales, and data collection methods.</p>
PO&P-15-1-7	Capacity Management procedures are defined and documented.	Satisfied	<p>A CRSG document entitled “Anticipated Headcount Needs in Support of UNE Growth in the CRSG” contains a process for managing the growth of order volumes, transactions, and the number of employees needed to handle projected workloads. Detailed in this process are quarterly reviews of forecasted Service Inquiry volumes, quarterly reviews of actual Service Inquiry Volumes, and the formulas used to plan resource utilization.</p> <p>The document entitled “OSPE/SAC Response” contains a procedure to plan for and manage increased order</p>

Test Cross-Reference	Evaluation Criteria	Result	Comments
			<p>volumes in the SAC. Also included in this document are formulas for staff sizing based on xDSL order volumes and projected workloads, as well as processes for resource variance tracking, succession, and back filling.</p> <p>The LCSC's document entitled "Capacity Management – Local Operations Centers" revealed the process flow and procedures for force sizing and capacity management for the LCSC. Also included in this document is unit forecasting based on historical as well as actual monthly/yearly data, processes for generating ad-hoc forecasts as circumstances warrant, and force modeling and sizing components for the LCSC.</p>
PO&P-15-1-8	Workforce performance and existing capacity are considered in the planning process for capacity management.	Satisfied	<p>Per the "CRSG Year 2000 Headcount Needs Summary" document, the CRSG uses the following data elements to estimate future CRSG headcount needs: (current) monthly UNE volumes, headcount, production averages, and (forecasted) UNE volumes. Forecasted headcount needs also consider the potential impact resulting from the introduction of an automated loop qualification system in the CRSG.</p> <p>KCI interviews revealed that the SAC Manager uses volumes on RELOG to trigger the addition of capacity to the xDSL group.</p> <p>KCI interviews revealed that the LCSC staff is charged with the monitoring of capacity in the LCSC. LCSC capacity management is monitored with the use of workforce models, forecasts, amount of overtime, attrition, and work load to determine additional staffing needs. As additional staffing needs arise, managers notify the LCSC Director of their needs. Open positions are announced by issuing a Job Vacancy Notification (JVN), after which the HR</p>

Test Cross-Reference	Evaluation Criteria	Result	Comments
			staffing coordinator fills the vacancy.
PO&P-15-1-9	Capacity Management procedures define performance metrics which trigger staff augmentation, staff redeployment/redistribution, or staff training.	Satisfied	<p>A CRSG document entitled “Anticipated Headcount Needs in Support of UNE Growth in the CRSG” contains a process for managing the growth of order volumes, transactions, and the number of employees needed to handle projected workloads. Detailed in this process are quarterly reviews of forecasted Service Inquiry volumes, quarterly reviews of actual Service Inquiry Volumes, and the formulas used to plan resource utilization.</p> <p>A document entitled “OSPE/SAC Response” contains a procedure to plan for and manage increased order volumes in the SAC. Also included in this document are formulas for staff sizing based on xDSL order volumes and projected workloads, as well as processes for employee succession, back filling, formal training, and on-the-job training.</p> <p>An LCSC document entitled “Capacity Management – Local Operations Centers” describes the process flow and procedures for force sizing and capacity management for the LCSC. Also included in this document are LCSC force sizing components based on forecasting, LNP volumes, mechanization, time to full proficiency due to training – learning curve, force modeling, and sizing components for the LCSC.</p> <p>KCI’s initial testing revealed that formal procedures defining performance metrics, which trigger BLS work center staff augmentation/staff redeployment, were not defined or documented. KCI subsequently issued Exception 109. In response to Exception 109, BLS provided KCI with the documentation referenced above.</p> <p>KCI’s re-testing activities consisted of a</p>

Test Cross-Reference	Evaluation Criteria	Result	Comments
			review of CRSG, SAC, and LCSC documentation received from BLS in response to this exception. See Exception 109 for additional information on this issue. Exception 109 is closed.
PO&P-15-1-10	Contingency and disaster recovery plans exist in the event of a significant increase in volume or significant loss of BLS resources.	Satisfied	<p>The document entitled <i>Appendix C - CLEC & BST Workcenter Disaster Recovery for Local Services</i> outlines the CRSG's plan for responding to scenarios under which BLS is unable to deliver traffic to CLECs due to a variety of natural disasters or incidents including earthquakes, floods, civil unrest, and software problems. These procedures do not provide information on the CRSG's procedures for responding to sudden increases in volumes or the loss of BLS resources (e.g., headcount).</p> <p>A document entitled "Referred to Engineering Log (RELOG) Disaster Recovery Plan" outlines the disaster recovery procedures designed to cover the functions of the SAC. By utilizing the RELOG system, the SAC can mechanically track held service orders and advise other departments on how to provide facilities for SAC orders. Also included in the document are Critical Input and Output lists, communication requirements, hardware and software requirements, procedures for alternate site order processing, and off-site storage.</p> <p>KCI interviews revealed that the Atlanta LCSC has a disaster recovery plan which enables access to the center's terminals and phones via other buildings. Load balancing is possible by sharing work between the Atlanta and Birmingham UNE Centers, and by assigning overtime work as needed.</p>