

Change Management Process for Performance Measurements

The Ameritech Performance Measurement system (comprised of measures, business rules, standards, benchmarks, etc.) is undergoing continuous change due to the requirements for measures that reflect Ameritech's performance in meeting obligations to CLECs, responding to regulatory requirements, the introduction of new products and services, and requirements for disaggregations that reflect products, services and service delivery methods.

Each performance measure requires Ameritech to program its systems to capture/collect transaction data as transactions are being processed in its systems, both electronically and manually. The data to be collected is determined by the definitions of the performance measures – elapsed time, number of days, types of customers, request types, service categories, etc., as defined in the performance measurement business rule document.

Specific processes are utilized to report the results of operations using the performance measure data, including, business rules, exclusions, disaggregations and reporting intervals. These processes are programmed into the Ameritech systems once the definitions are finalized and detailed implementation plans are put in place.

The performance measurement reports themselves are provided to both CLECs and state regulatory agencies via a performance measurement web site (<https://clec.sbc.com/>), which allows for the download of specific performance measure data. Several options are provided

which allow users to extract performance measurement data and associated information (business rules) in the manner most fitting their need.

CLECs use the performance reports to evaluate Ameritech's performance and can compare the reported results to internal data. Regulators use the performance reports to monitor compliance with agreed-upon standards and to enable remedies in cases of failures on the part of Ameritech. Consistency in the form, format and content of the performance measurement system is key to the reliability of the data.

Modifications to the performance measurements s and the associated business rules are developed proposed through performance measure collaboratives, facilitated by state commissions. Once the initial set of measurements is agreed to, modifications will primarily be a product of periodic reviews. Due to these factors, a method that guides the implementation of changes is necessary. Such a method will ensure that changes are introduced in an open framework that assures that new measures and changes to existing measures are implemented timely, orderly, and accurately.

Periodic reviews are to be held at six-month intervals between Ameritech, the CLECs, and Commission representatives to review the performance measures to determine whether measurements should be added, deleted, or modified; whether the applicable benchmark standards should be modified or replaced; and whether to move a classification of a measure from to High, Medium, Low, Diagnostic, Tier-1 or Tier-2. One criterion for reclassification of a measure (High, Medium, Low) shall be whether the actual volume of data points was lesser or greater than anticipated. Criteria for review of performance measures, other than for possible

reclassification, shall be whether there exists an omission or failure to capture intended performance, and whether there is duplication of another measurement. The first six-month period will begin in a timeframe as recommended by the Performance Measure Collaborative and approved by the Commission.

A standing agenda item for the six-month review will be a review of products and/or interfaces pending introduction. The OSS Change Management Process twelve-month view will be a primary source for discussion in order to assess the pending modifications to OSS's that might affect performance reporting. Either CLECs or Ameritech may propose modifications to the performance measures during these sessions. Upon agreement of the collaborative, Ameritech will post draft business rules on the CLEC online web-site. Ameritech will schedule and implement these measurements within eight weeks of the implementation of the product or interface in a diagnostic mode. CLECs and Ameritech will review the measures at the next subsequent six-month review and agree on the final measures to be introduced. At that time Ameritech will make any agreed-upon modifications to the business rules and measurements and petition the state commission for implementation. Upon concurrence from the commission, the performance measures will schedule implementation of the measures.

Ameritech's performance measurements change management process requires that Ameritech notify the industry in advance of planned modifications via an implementation schedule posted to the performance measurement web site. Additionally, modifications to the web site itself will be communicated via an Accessible Letter, which is the standard communication vehicle used in SBC for communication to CLECs and regulatory agencies. Commission staff representatives

and CLEC contact personnel receive the Accessible Letters via e-mail and the Accessible Letters are posted to the SBC/Ameritech web site. These vehicles will ensure that CLECs receive the appropriate information and notices, as well as Ameritech’s account managers, who are then better able to support the necessary information exchanges.

Advance notices of changes in the performance measurement processes will provide CLECs and regulators opportunity to review the nature of the changes and to prepare for implementation of the changes. Notice periods differ based on the nature of the change. Pre-notification summary descriptions describe the change that Ameritech intends to make and will identify the performance measures that are scheduled for modification. They will identify the source (specific state collaborative) for the change that is to be made and will also identify the implementation and effective dates of the change.

Suggested notification intervals for the changes to performance measurements are:

Type of Change	Minimum Notice Interval
New Measurement	30 days prior to implementation via implementation schedule posted on the PM website
Changed Business Rules	30 days prior to implementation via implementation schedule posted on the PM website
Changed Report Format (Electronic)	30 days prior to implementation via Accessible Letter
Change Requiring Restatement of Previously Reported Results	As Soon as Identified (Ameritech is required to re-state data as soon as possible after the discovery of mis-stated results) – via web page notification

[When changes are made to the OSS systems, the SBC/Ameritech PM staff will review the changes to verify one of the following:](#)

~~the data points for existing measures will not change and the accuracy of the business rule stays intact~~

~~the data points need to be changed to accurately depict the existing business rule;
the data points have been eliminated and the business rule no longer exists (ex. INP)~~

~~This information defining the above category and the appropriate changes will be distributed to the CLEC via an accessible letter at least 30 days prior to the OSS release/implementation date. The CLEC will have 14 business days to respond.~~

~~When a new process or product is implemented, SBC/Ameritech will create a new measure.~~

~~Using the CMP OSS 12-month view, analysis of any new process/product will be a standing item on the agenda for the PM 6-Month Review Meetings. At least a high-level discussion of the business rule governing the new measure will be discussed (detail specifications may not be known at the 6-month meetings). SBC/Ameritech will create a new measure and start gathering statistics 8 weeks after the implementation date. This measure will be diagnostic in nature until the next 6-month review. The interim business rule will be distributed to the CLECs via accessible letter 8 weeks after implementation. At the 6-month PM review, a determination of the type of measure and associated remedy plus an evaluation/modification of the business rule will be collaboratively agreed upon.~~

~~When there is a change to a measure, SBC will have a hot link from the PM web page, to the Accessible Letter identifying the change.~~

~~At the 6-month Performance Measure Review Meetings, the collaborative will evaluate the PM CMP and propose modifications to this document as needed.~~