

ANALYSIS AND REVIEW OF CENTRAL OFFICE OPERATING PLANT FAILURES

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1. GENERAL

1.01 This section is issued to specify methods for analyzing and correcting the conditions and circumstances causing certain central office operating Plant failures.

1.02 For the purpose of this instruction a central office operation Plant failure is defined as one which is reportable as outlined in the guide for reporting abnormal service conditions.

1.03 It will be recognized that the nature of the facilities and work involved causes this instruction to apply primarily to central office and Western Electric Company forces.

1.04 This instruction is predicated on the premise that Plant operating failures result from specified causes and that adequate review of each such case can establish preventive procedures, attitudes and work habits.

1.05 It is not intended that the reports or review meetings specified herein be used to jeopardize any employee's standing or personnel rating with the Company. This practice is intended to help find ways to prevent central office operating Plant failures. It is also intended to promote employee understanding of the circumstances and conditions most likely to contribute to these failures. This purpose will be recognized especially by those employees who are

selected as members of review committees. This policy must be carefully explained by the Division Plant Manager when he conducts review analysis meetings as specified in subsequent paragraphs.

2. RESPONSIBILITIES

2.01 The importance of the facilities covered by this instruction warrant the personal attention of the Division Manager. Except in unusual circumstances it is not expected that he will delegate his review analysis and follow-up responsibilities to a lower level of supervision.

2.02 The District Plant Manager or equivalent is responsible for accumulating the detailed reports and information required for review of each subject case and for arranging review meetings to be held as soon as possible following such an operating Plant failure. Detailed information should generally be available from abnormal condition reports. If initial reports are not adequate, subsequent reports should provide needed details. Enough information should be provided to prepare initial details of the "Central Office Operating Plant Failure Report" (Attachment 1) prior to the review analysis meeting.

3. REVIEW ANALYSIS PROCEDURES

3.01 A review analysis committee will be arranged for by the Division Plant Manager.

3.02 The committee shall consist of:

1. The Division Plant Manager.
2. A Telephone Company supervisor.
3. Three Telephone Company craftsmen.
4. A representative from the Maintenance Engineer's Group.
5. A Western Electric Company supervisor.

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NOTE: If a failure is apparently the direct result of W. E. Co. activity, a W. E. Co. craftsman may also be included as a committee member.

3.03 The Division Plant Manager should explain to the group the purpose of the review and what is expected to be gained by it. But he should not attempt to dominate the committee's recommendations.

3.04 Before attempting to make recommendations, the committee should be provided with all the related information available and should thoroughly discuss the events as they occurred, the basic cause of the failure, and all known or suspected contributing causes.

3.05 Craft people serving on the committee should be selected so as to interfere with the regular conduct of the job as little as possible and without incurring additional expenses.

3.06 Whenever feasible, the review meetings should be held at the location where the failure occurred so the conditions and circumstances may be better reconstructed and/or visualized.

3.07 Formal complaints or recommendations to Western Electric Company will be initiated only by the General Plant Manager.

4. CORRECTIVE ACTIONS

4.01 The Division Plant Manager will follow-up on whatever corrective action the committee recommends. In some cases it may be appropriate to forward the recommendation to the General Plant Manager for final decision, or, in case Company considerations are involved, also to the Plant Operations Director.

5. RECORDS AND REPORTS

5.01 The Division Plant Manager will prepare "Central Office Operating Plant Failure Report." This report should include the following:

- Office and/or force group involved.
- Western Electric Company involvement - if any.
- Date and time of the failure.
- Facilities involved.
- Circuits affected.
- Work operation if any.
- Extent of customer reaction.
- Cause.

- Contributing factors.
- Action taken and/or recommendations.
- Review committee.

Copies of this report will be sent to the General Plant Manager who will send one copy to the Plant Operations Director and appropriate Western Electric Company management personnel.

5.02 The Plant Operations Director will publish and distribute, as appropriate, comparative reports showing by appropriate geographical divisions, by force groups, and by category, the frequency and trend of central office operating Plant errors.

CENTRAL OFFICE OPERATING PLANT FAILURE REPORT

- | | |
|--|---|
| Office and/or force group involved date and time of the failure | - Time should indicate duration of the outage;
Example - 12:01 A.M. - 12:05 A.M. |
| Western Electric Company involvement | - Give complete description of Western Electric Company activities at time of failure if applicable. |
| Facilities involved | - Give complete and detailed information as to all facilities affected. |
| Circuits affected | - List all circuits involved. Specify type and quantity. (Message and Private Line) |
| Work Operation | - Describe in detail any work operation being performed that caused the failure, if any. |
| Extent of customer reaction | - Give details of any abnormal customer reaction. |
| Cause | - Describe in detail the specific cause or causes of the failure. |
| Contributing factors | - List all contributing factors. Such as engineering deficiencies, lack of or poor instructions, lack of proper training, Western Electric Company activity, etc. |
| Action taken and/or recommendation for preventing a recurrence | - This is main point to be developed by the committee. If necessary, use sketch or drawing to clearly illustrate the committee's recommendations. |
| Review Committee | - List the names and titles of the committee members. |