

ADMINISTRATIVE PROCEDURES AND METHODS

STAFF FUNCTIONS

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1. GENERAL

1.01 This section defines the scope of outside plant engineering staff responsibilities and points out the importance of correlating control and methods functions. A description of staff duties is included in the following paragraphs.

1.02 The performance of any outside plant engineering group is improved through the support and guidance of a centralized administrative staff. The staff provides a tie to upper management and is vital to all the objectives of the engineering department.

1.03 To be effective, the staff must include control functions along with methodology and some service work. The control functions, which include estimate review and budget administration, are required to support the introduction and continuance of proper work procedures. Without these controls, acceptance of new and improved methods fluctuates and develops only in districts where progressive individuals provide implementation on a voluntary basis.

2. DESCRIPTION OF CONTROL FUNCTIONS

A. Construction Program

2.01 *Specific Program:* The staff serves as the collection point for the bottom up view of the outside plant portion of the construction program as presented by the districts. Individual specific estimate schedules may be adjusted if necessary to conform with budget controls. This rescheduling is a function of the plant engineering staff in collaboration with the district engineer.

2.02 *Routine Program:* The routine portion of the construction program is ordinarily developed from recommendations received from the districts and adjusted in accordance with certain historical trends and other related factors. Other measures, such as routine dollars per inward move, are frequently used in the allocation to the districts. However, indicators of congested plant should also be reflected. For example, held orders, if any, and line and station transfers or wired out-of-limits

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as available from the Facilities Control Plan may warrant reallocations between districts.

2.03 Cable Allocation: Both the pulp and PIC cable allocations are directly related to the exchange and toll line construction budgets. Control and scheduling of shipments should be done by an area staff representative with progress comparisons made monthly throughout each year. Coordination with supply and construction supervisors responsible for the Cable Manager Plan can be accomplished very effectively by this individual.

2.04 Budget Presentations: When the annual bottom up views are tabulated, the outside plant engineering staff is in the best position to present and justify each program. The staff's knowledge of field and growth problems is extensive, and if adjustments are required, it is in the best position to evaluate the penalties and advantages incurred by the inclusion, deletion, or rescheduling of specific undertakings.

2.05 Section AG11.420 describes in detail the outside plant engineer's responsibilities for the construction program and includes:

- (a) The development of construction programs using the Exchange Feeder Route Analysis Program
- (b) A description of construction program criteria
- (c) Recommended procedures for cable allocation
- (d) Use of Construction Program Administration System (CPAS), when available, which will succeed the Engineering Administration System (EAS).

B. Specific Estimate Approvals

2.06 Estimate Review: To achieve quality in engineering procedures and policy adherence, it is of extreme importance for skilled engineers on the staff to make a detailed review of each specific estimate authorization. The reviewer working with other appropriate staff members can assist in implementation of new methods and ensure that company and Bell System policy is being followed to promote uniformity.

2.07 Prereviews: Section AG11.430 describes in detail a continuing program for annual

estimate review by wire center in advance of preparation. This operation, conducted by staff members along with interested people from other departments, provides an excellent communications medium between upper management and design engineers. The engineer informed of latest company policy can proceed with greater confidence that his plan will be accepted.

3. DESCRIPTION OF METHODS FUNCTIONS

A. New Materials and Tools

3.01 The outside plant engineering staff is the most appropriate place for the implementation of new hardware of all types. These items are often related to new facility design procedures, and maximum benefits are obtained from the coordinating function of the staff.

3.02 The coordination activities of the outside plant engineering staff include demonstration arrangements with both construction and engineering forces, as well as preparation of supply instructions to plant and Western Electric Company groups.

B. Facility Design Practices

3.03 The staff should provide assistance to the field in the administration of all design practices. On occasion, a local addendum will be necessary to adapt System issues to a condition peculiar to certain areas. With the current program of updating the engineering series by the American Telephone and Telegraph Company, local practice modifications should be held to a minimum.

C. Report Responsibilities

3.04 Regulatory Considerations: Since most safety regulations and standards are administered at the state level, the staff should be responsible for necessary applications and acknowledgements with such agencies. Modifications of state electrical codes and public utility commission construction requirements are typical of items included in this responsibility.

3.05 Reports required to control and review outside plant engineering operations in all districts and divisions of the area should be compiled and produced by the staff. In some cases, information will be coordinated with or furnished to company headquarters for publication.

D. Records Functions

3.06 The staff should provide surveillance of the plant location records being maintained in the district offices. Periodically the quality of these records should be reviewed at each location. This review should include symbols, form, clarity, accuracy, uniformity, and compliance with Bell System standards. The staff should serve in an advisory capacity to the field on print reproduction matters. Each staff organization should develop expertise in these techniques in order to maximize drafting benefits in the districts.

3.07 In addition, a volume report should be issued monthly to show the status of all outstanding items with designated force responsibility. Section AG11.413 describes detailed procedures for records quality and volume control.

3.08 Reconciliation projects between plant location records and the continuing property records should be coordinated with the accounting department by the staff.

E. Implementation of New Programs

3.09 The introduction of new engineering techniques such as dedicated outside plant and EFRAP should be implemented by staff members. The programs may be started by procuring instructional information from the American Telephone and Telegraph Company and in some cases by requesting demonstrations. Interdepartmental coordination should be provided as appropriate.

3.10 Presentations to secure approval to proceed with specific programs should be made to upper management. These presentations should outline costs, benefits, and disadvantages of the respective programs.

3.11 The staff will then provide necessary training to selected field personnel. It is important that training be timed so that job application will follow promptly for maximum effectiveness. Orientation of supervision should be included to obtain support of each program.

3.12 Follow-up assistance to the field in implementation is of extreme importance. This includes provision of forms and tools and in some instances adjustments of personnel and

manpower. Field reviews should continue as long as necessary.

4. DESCRIPTION OF SERVICE FUNCTIONS**A. Scope of Staff Responsibility**

4.01 The degree of staff participation in the service functions depends on concentration of activity, size of area, and various other criteria. The following recommendations are written for an average situation, and it is anticipated that modifications of some of the functions will be necessary in many locations for improved performance of the job.

B. Joint Utility Functions

4.02 The staff will be responsible for negotiations of new contracts and modifications of existing contracts for the use of poles, trenches, duct structures, etc., with other utilities. The responsibilities include certain arrangements for street and highway use permits and coordination with other departments for franchise requirements.

4.03 When dealing with large utilities, it is often advantageous to collect and summarize district billing items at the area office to render a single statement. Specialization benefits are achieved through repetition of similar operations.

C. Right-of-Way Functions

4.04 The acquisition of simple right-of-way parcels is ordinarily carried out in the districts. However, the staff should provide an experienced individual to assist with applications to railroads and other firms with involved procedures.

4.05 When special programs occur that require the extensive procurement of right-of-way, a supplemental force under the supervision of the staff can promote uniformity, efficiency, and control in right-of-way matters. Such a force would function in addition to regular units handling current negotiations in the various districts.

4.06 When appropriate to balance work levels of company personnel, the use of outside firms to procure right-of-way should be considered. This is especially true when large, specific projects, such as toll or rural extensions, are planned.

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D. Liaison

4.07 The staff can best provide educational and coordination programs in company liaison efforts. These include arrangement of meetings with state highway, county road, and city street officials and the presentation of films, etc.

4.08 When job application situations arise in the field, the staff representative can provide

assistance to district personnel, as required, through support and coordination in the higher echelons.

5. SUMMARY

5.01 A progressive staff supported effectively with the control functions can obtain good performance from the field units under most conditions. Good training and follow-through applied to new methods will ensure attainment of desired results.