



2005

MISSOURI QUALITY AWARD RECIPIENT

Sprint Facility Engineering and Management

Sprint is a publicly traded, global communications company headquartered in Overland Park, Kansas. Sprint's products and services include both domestic and International voice, data, and Internet services.

Facility Engineering & Management (FEM) is an organization within Network Engineering, a sub-unit of Network Services supporting Sprint Business and Consumer Solutions. FEM is responsible for supporting Sprint's products and services through the engineering, construction, and facility management of Sprint's wire-line and wireless network facilities. FEM constructs technical facilities from a total life-span approach, analyzing initial and operational costs.

FEM's organizational culture is based around several factors: customer focus, partnering relationships, effective leadership, teamwork environment, focus on the future, and the empowered associates who ensure customer needs and objectives are met. The Malcolm Baldrige model of business operation and values was adopted as FEM's Leadership Model in 1998. This has provided a structured business model that provides a holistic approach, touching all aspects of running the FEM organization. All FEM managers are required to

Sprint Corporate Values:

- Demonstrate integrity
- Passionate about our customers
- Deliver results
- Work and win as a team
- Care about each other
- Lead by example

be trained as examiners utilizing the Baldrige Criteria. The corporate values are directly supported by FEM's culture, purpose and mission, "To plan, design, construct, and maintain technical facilities and provide financial management of the capital construction program." The responsibility for fulfillment of this mission is divided among five diverse groups, with each workgroup requiring its own unique skill sets. Management operates by fact, and associates are objective driven, as evident through individual performance objectives, monthly measurements, and process guidelines. Associates are actively involved in the community through the FEM Community Relations Team activities, providing volunteers and



contributions to a variety of community projects throughout the year such as Camp Quality, Christmas in October, making Easter Basket, and distributing dictionaries to third graders.

Job skill diversity varies within the five FEM work groups requiring such skills as engineering, project management, statisticians, technical drafting and environmental systems integration experience. FEM encourages cross-training to enable movement between workgroups. FEM's vast diversity requires communication, team building, negotiation, and decision-making skills at all levels for the organization to be successful.

FEM is committed to providing Sprint with the required network facilities to succeed in the marketplace while managing tight control of the expense and capital budget. FEM assures Sprint quality standards are met while leveraging supplier partnerships, technology advancements, and customer relationships to lower unit cost and increase speed to market.

The technology revolution of the last decade has ignited a huge need for technical facilities having physical requirement far exceeding that of traditional real estate facilities. For example, incredible power requirements approaching 100 watts per square foot and floor and ceiling loads up to three and four times that of traditional buildings. Another example is how FEM has reduced costs in the past five years by more than \$16 million through the utilization of the Building Automation System (BAS). This provides overall reduction of utility consumption at major sites, and quicker knowledge of failure in factory defects and design issues of operational site equipment. Savings of this nature enable FEM to better position Sprint in the

competitive marketplace.

FEM compares itself to others in the industry for environmentally caused reportable outages, using the Federal Communications Commission (FCC) reportable outage data. FEM maintains zero environmentally caused reportable outages for the past five years, attributed to strict adherence to network processes and procedures.

FEM strategic vendors are crucial to the organization's success. Strategic vendors are close partners, relatively few in number, and comply with rigorous Sprint quality standards. Their roles are diverse and include design, engineering, testing, installation, training services, and maintenance services, to enable FEM to meet customer requirements. Strategic vendors are chosen based on their ability to work closely with FEM groups to provide innovative, long-term solutions. The most important supply chain requirements are quality products and on time delivery, meeting or exceeding technological requirements, and cost.

Those FEM groups that fall under federal, state and local regulatory mandates are compliant with a variety of industry standards and government regulations such as: building construction codes/standards, reports to the FCC on significant service and power outages due to environmental outages, standards for UL certification of Central Station Alarm Services monitoring fire alarms at network facilities, meeting Environmental Protection Agency (EPA) regulations, and complying with Occupational Safety and Health Administration (OSHA) and Sprint standards for associate health and safety in the workplace.



FEM constantly strives to improve its customer relationships and overall service to the customer. The use of customer surveys, e-mail, departmental web sites, customer training, and Open House events provide multiple channels for FEM customers to seek

assistance and provide feedback on performance and ways to improve FEM products and services.

FEM is closely partnered with engineering groups, who depend on FEM to provide the building infrastructure when needed. FEM in turn, relies on these organizations to provide accurate forecast and deployment information. These interactions are vital to the success in meeting the demands of Sprint's external customers and stakeholders.

FEM maintains a long-term Business Process Improvement (BPI) initiative to adjust processes due to departmental or industry changes. Associate and organizational performance improvements are evaluated at monthly operational review sessions, associate trimester reviews, annual review of Task-On-Arrow process documentation and annual review of Service Level Agreements with customers. Development growth and knowledge sharing are vital components of the FEM structure and success. Associate learning takes place through a class room environment, subject matter experts, on the job training, vendor information/training, and industry publications.

Key processes are evaluated on a monthly basis through Operational Balanced Scorecard Reviews of key measurements and priority programs at all levels. The review sessions could trigger the evaluation of a process to understand any repeated anomalies or process improvements. Key processes are evaluated in various other ways, such as annual TOA review sessions and SLA reviews with the customer. This initiative has enabled the continuous improvement of FEM's key processes.

For more information, contact:

Delaine Collins, Project Manager
Sprint Facility Engineering and Management
6100 Sprint Parkway
Overland Park, KS 66251
Phone: 913-315-3248
delaine.l.collins@sprint.com

