



## HUMAN RESOURCES DEPARTMENT

City of Burlington

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131 Church Street, Burlington, VT 05401

Voice (802) 865-7145  
Fax (802) 864-1777  
TTY (802) 865-7142

To: Board of Finance  
From: Susan Leonard, Human Resources Director  
Date: April 19, 2010  
Re: **Recommendation: Burlington Telecom Reorganization**

I recommend support of the attached proposal from the consulting firm of Dorman and Fawcett to reorganize Burlington Telecom.

The reorganization calls for the elimination of two Senior Customer Service Representative positions to be replaced with two newly created Residential Sales Consultant positions. There will be no addition to headcount as a result. As detailed in Dorman and Fawcett's recommendation, the Customer Service base pay will be replaced by a lower base pay plus commission for the Residential Sales Consultant positions that is intended to have a budget neutral effect. Current and proposed organizational charts and job descriptions are also attached for your ease of reference.

Thank you for your consideration.

**The City of Burlington does not discriminate on the basis of political or religious affiliation, race, color, national origin, age, sex, sexual orientation, marital status, veteran status or disability.**

**The City is also committed to providing proper access to services, facilities, and employment opportunities.**

**For accessibility information or alternative formats, please contact Human Resources Department at 865-7145.**

**STRICTLY PRIVATE AND CONFIDENTIAL**

12 April, 2012

Susan Leonard, SPHR  
Human Resources Director, City of Burlington  
179 South Winooski, Suite 100  
Burlington, VT 05401

Dear Susan,

BT currently employs four Customer Service representative positions, two of which are Senior CSR's. BT wishes to eliminate these two Senior CSR positions and replace them with two Residential Sales Consultants.

Per our earlier conversation and your request, I am writing to advise that the senior level positions are no longer required in the small group remaining at BT, or necessary to maintain the underlying business. However, BT urgently needs to establish a new position; that of Residential Sales Consultant, focused on outside sales, with different skill set and experience requirements, to begin to reverse the decline in its residential customer base experienced over the past two years.

As you know, the position of head of residential Sales at BT has been vacant since the departure of Lisa Andrew in August of 2010. In January of 2012 a new Divisional Manager of Residential Sales, Stacey Trudo was hired by BT. The proposed reorganization reflects the changes proposed by Stacey as necessary to enable her area to function effectively and to begin to address and reverse the two years of residential customer decline.

The need to reorganize the staffing of Stacey's area has been evident to me for many months, but has been on hold, pending the arrival, views and requirements of a new manager of that area. The requested change is in line with what had been anticipated and represents the final part of the operational reorganization of Burlington Telecom. While BT management roles may continue to change from time to time going forward to facilitate different and broader experiences for the BT management team, the reorganization of BT's staff will be substantially complete with the proposed moves.

The overall impact on BT's budgeted headcount will be zero, with two existing positions being eliminated and two new positions being created. The combined current annual base wage costs of the two eliminated positions, prior to benefits costs are circa \$98,000, which are included in BT's current FY 2012 budget. The base costs of the two new positions are estimated at \$78,167. However, a sales commission program will also be introduced with payments depending on results. It is not anticipated that overall costs including commission payments will exceed those of the two positions being eliminated, unless significant additional BT residential subscribers are added, in which case any additional commission costs will be covered several times over by the margins earned on increased revenues.

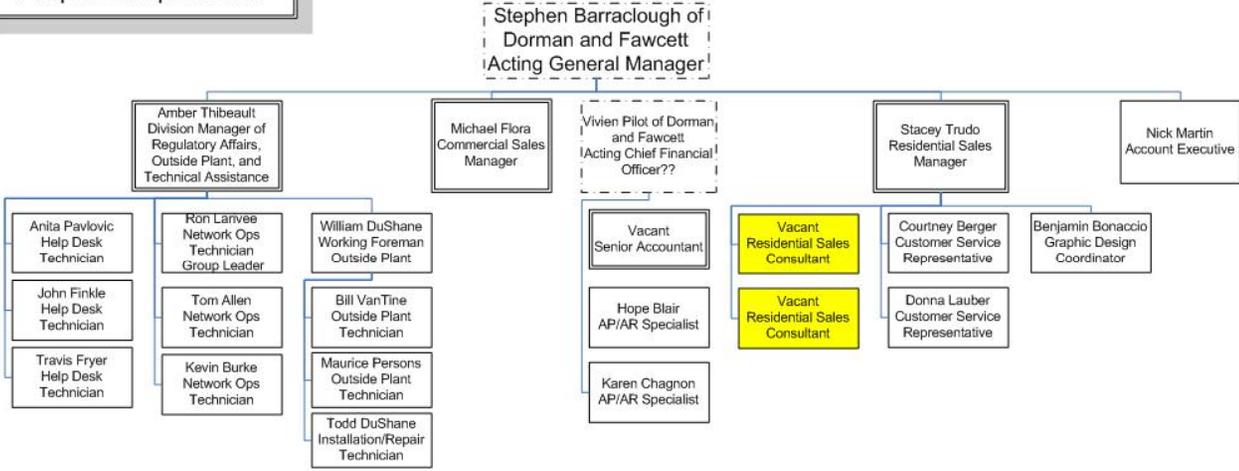
The loss of the incumbents of these eliminated positions is highly regrettable, and always a very last step, but BT must make this change if it is to align its staffing with its current and future needs. D&F strongly advocates the approval of these proposed changes as a necessary part of the ongoing realignment of BT, to enable it to operate more efficiently and effectively as a commercial business would, and to position it to begin to reverse its residential subscriber declines and start to grow its residential customer base again

Sincerely,

Stephen Barraclough  
Dorman and Fawcett

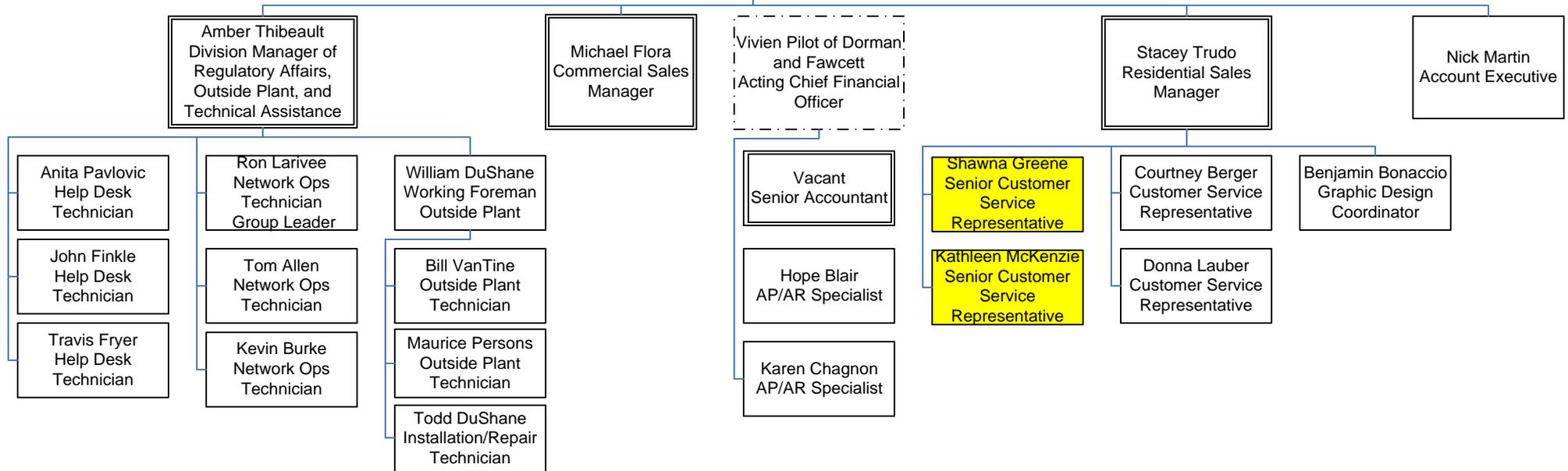
Interim General Manager  
Burlington Telecom

**Burlington Telecom  
City of Burlington  
Proposed April 2012**



Burlington Telecom  
City of Burlington  
February 1, 2012

Stephen Barraclough of  
Dorman and Fawcett  
Acting General Manager



## **City of Burlington Job Description**

**Position Title: Senior Customer Service Representative**

**Department: Burlington Telecom**

**Reports to: Assistant General Manager, Customer Acquisition & Retention**

**Pay Grade: NC**

**Job Code: 1078**

**Exempt/Non-Exempt: Non-Exempt**

**Union: N/A**

**General Purpose:**

The Senior Customer Service Representative will provide superior customer service to City of Burlington patrons. In addition this position will participate in and track the work order flow through internal and external systems. This position performs customer service and provisioning duties as well as oversees other Customer Service Representatives in their daily functions.

**Essential Job Functions:** (This section outlines the fundamental job functions that must be performed in this position. The “Qualifications/Basic Job Requirements” and the “Physical and Mental/Reasoning Requirements and Work Environment” state the underlying requirements that an employee must meet in order to perform these essential functions. In accordance with the Americans with Disabilities Act, reasonable accommodations may be made to qualified individuals with disabilities to perform the essential functions of the position.)

- Receives incoming customer calls and handles/distributes them accordingly.
- Enters customer information into various internal systems.
- Tracks order flow to ensure timely completion of orders.
- Acts as Central Dispatch coordinating outside plant activity, network operations technicians, and customer interaction to ensure timely completion of orders and clearance of troubles.
- Performs service order provisioning through multiple user interfaces of the following types:
  - Local number portability provisioning.
  - Number Portability Administrative Center processing.
  - 911 data entry.
  - Directory Listings processing.
  - Local Service request/access service request provisioning.
  - Switch provisioning.
  - Video provisioning.
  - Line Information Data Base/Calling Name Services entry.
- Utilizes other systems and interfaces as needed.
- Processes customer payments.
- Participates in cross selling/ up selling of product lines.
- Receives, directs and or performs basic troubleshooting functions.

- Submits Public Service Commission reports.
- Attends trainings as directed.
- Serves as first line of response/resolution for various customer issues.
- Assists Assistant General Manager, Customer Acquisition & Retention in training and assessment/implementation of daily work flow practices.
- Assists Assistant General Manager, Customer Acquisition & Retention in creating policies and procedures.
- Creates internal tracking reports and other reports as needed.

**Non-Essential Job Functions:**

- Performs other duties as required.

**Qualifications/Basic Job Requirements:**

- Associates Degree and four years of customer service call center at a Competitive Local Exchange Carrier (CLEC) and/or Cable TV experience serving a broad range of customers required. At least four years of relevant experience may be substituted for the educational requirements.
- Prior experience in a dispatch position preferred.
- Familiarity with the Verizon LNP, E911 and ASR/LSR systems required.
- PC Proficiency (Microsoft Office Products) as well as experience in database operation.
- Familiarity with Vermont State Public Service Board rules and regulations desirable.
- Familiarity with Telecommunications Industry policies and procedures required.
- Ability to communicate effectively orally and in writing.
- Excellent interpersonal skills required.
- Must be able to work independently and as part of the customer service team in a fast-paced, complex, detail-oriented office environment that features many repetitive tasks and deadlines.
- Must be flexible and able to handle multiple tasks concurrently.
- Must provide all customers with prompt and courteous service.
- Upon conditional offer of employment, candidate must successfully complete a background check as per current City ordinance or policy.

**Physical & Mental/Reasoning Requirements; Work Environment:**

These are the physical and mental/reasoning requirements of the position as it is typically performed. Inability to meet one or more of these physical or mental/reasoning requirements will not automatically disqualify a candidate or employee from the position.

- |  |  |   |
|--|--|---|
| <input checked="" type="checkbox"/> seeing                       | <input checked="" type="checkbox"/> ability to move distances            | <input type="checkbox"/> lifting (specify)                |
| <input type="checkbox"/> color perception<br>(red, green, amber) | <input type="checkbox"/> within and between<br>warehouses/offices        | <input type="checkbox"/> pounds                           |
| <input checked="" type="checkbox"/> hearing/listening            | <input type="checkbox"/> climbing  | <input type="checkbox"/> carrying (specify)               |
| <input checked="" type="checkbox"/> clear speech                 | <input type="checkbox"/> ability to mount and<br>dismount forklift/truck | <input type="checkbox"/> pounds                           |
| <input checked="" type="checkbox"/> touching                     | <input type="checkbox"/> pushing/pulling                                 | <input type="checkbox"/> driving (local/over<br>the road) |
| <input checked="" type="checkbox"/> dexterity                    |  |   |

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|---|---|--|
| <input checked="" type="checkbox"/> hand                    |   |  |
| <input checked="" type="checkbox"/> finger                  |   |  |
| <input checked="" type="checkbox"/> reading - basic         | <input checked="" type="checkbox"/> math skills - basic | <input checked="" type="checkbox"/> analysis/comprehension   |
| <input type="checkbox"/> reading - complex                  | <input type="checkbox"/> math skills - complex          | <input checked="" type="checkbox"/> judgment/decision making |
| <input checked="" type="checkbox"/> writing - basic         | <input checked="" type="checkbox"/> clerical            |  |
| <input type="checkbox"/> writing - complex                  |   |  |
| <input type="checkbox"/> shift work                         | <input type="checkbox"/> outside                        | <input type="checkbox"/> pressurized equipment               |
| <input checked="" type="checkbox"/> works alone             | <input type="checkbox"/> extreme heat                   | <input type="checkbox"/> moving objects                      |
| <input checked="" type="checkbox"/> works with others       | <input type="checkbox"/> extreme cold                   | <input type="checkbox"/> high places                         |
| <input checked="" type="checkbox"/> verbal contact w/others | <input type="checkbox"/> noise                          | <input type="checkbox"/> fumes/odors                         |
| <input checked="" type="checkbox"/> face-to-face contact    | <input type="checkbox"/> mechanical equipment           | <input type="checkbox"/> hazardous materials                 |
| <input checked="" type="checkbox"/> inside                  | <input type="checkbox"/> electrical equipment           | <input type="checkbox"/> dirt/dust                           |

**Supervision:**

Directly Supervises:   0   Indirectly Supervises:   3-5  

**Disclaimer:**

The above statements are intended to describe the general nature and level of work being performed by employees to this classification. They are not intended to be construed as an exhaustive list of all responsibilities, duties and/or skills required of all personnel so classified.

**Approvals:**

Department Head: \_\_\_\_\_ Date: \_\_\_\_\_

Human Resources: \_\_\_\_\_ Date: \_\_\_\_\_

(Created July 2005; updated regular status 11/06, revised March 07)

## City of Burlington Job Description

**Position Title:** Residential Sales Consultant

**Department:** Burlington Telecom

**Reports to:** Residential Sales Manager

**Pay Grade:** NC (BT Salary Table Level 1.5) **Job Code:** TBD

**Exempt/Non-Exempt:** Non-Exempt **Union:** Non-Union

**General Purpose:**

Our Residential Sales Consultant (“RSC”), will be enthusiastic, demonstrate passion and energy, and be highly motivated to provide an exceptional customer experience working in a call center environment to maintain our existing customer base as well as focusing on generating additional residential customer sales for the company’s innovative and evolving product offerings. The RSC will handle a mix of inbound and outbound calls; with a 2:1 ratio of outbound calls providing customer service and consultative support to both our Business and Residential new and existing customers, which includes but not limited to presenting product offerings, highlighting value, closing offers to best match customer needs and troubleshooting potential service issues and situations.

The RSC will be held to and expected to achieve monthly sales quotas built around, customer churn, call volume, generating new and additional revenue for the company through cold calling, up-selling, cross selling to existing customer base as well as having a large focus on participating in outside sales events, to include community events, trade shows, etc.

The RSC will also maintain a strong knowledge of BT products and services while also maintaining up to date knowledge of competitive offers and providing critical market feedback to the Residential and Business Sales Managers regarding local competition and product/service needs.

The Residential Sales Consultant will provide each and every new and existing customer with a World Class customer experience and with consistently competitively superior assistance in all aspects of BT’s product offerings and services.

**Essential Job Functions:** (This section outlines the fundamental job functions that must be performed in this position. The “Qualifications/Basic Job Requirements” and the “Physical and Mental/Reasoning Requirements and Work Environment” state the underlying requirements that an employee must meet in order to perform these essential functions. In accordance with the Americans with Disabilities Act, reasonable accommodations may be made to qualified individuals with disabilities to perform the essential functions of the position.)

- Will handle a mix of inbound and outbound calls, with a 2:1 ratio for outbound calls.
- Cold calling will occur at a minimum of 30% daily.
- Will spend 2-3 days a week cold calling out in the BT service area neighborhoods. This is to include knocking on doors, setting up table events in various locations throughout the city as well as working college campuses.
- Demonstrates strong understanding of Burlington Telecom’s products, promoting and selling offerings to individual customers by knocking every door within assigned territory. Displays thorough and recent competitive knowledge of features, benefits, product differences, pricing, and campaigns for cable, high-speed internet, and phone services.
- Communicates and develops rapport with customers. Evaluates customers' existing and potential product needs and make recommendations. Increases customer understanding of BT’s products and pricing models as well as competitive advantage over other service providers. Evaluates competitive offers and frame response to show the benefits of BT.

- Multi-tasking in a team environment (this is a key and critical function).
- Educating and engaging customers through product demonstration.
- Interacting with customers and providing prompt and courteous customer service to all Business and Residential customers in person, via phone and/or written communication.
- Becoming and remaining up-to-date on the latest broadband/entertainment technology developments and devices, such as Wi-Fi, streaming, data devices, content alternatives to cable, and entertainment tools.
- Meet and exceed all monthly, quarterly and annual sales objectives while ensuring the optimum customer experience and satisfaction.
- Work within key performance measurements defined by the call center and the management team.
- Handle all administrative aspects of the sale.
- Drive revenue by clearly communicating the benefits of all products, services, special offerings to new and existing customers as appropriate.
- Proactively reach out to delinquent accounts to provide information and options to reduce outstanding payment levels, thereby reducing BT's bad debt experience.
- Manage and track order flow to ensure timely completion of service orders unmatched by BT's competitors.
- Performs service order provisioning through multiple user interfaces of the following types:
  - Local number portability provisioning.
  - Number Portability Administrative Center processing.
  - 911 data entry.
  - Directory Listings processing.
  - Local Service request/access service request provisioning.
  - Switch provisioning.
  - Video provisioning.
  - Line Information Data Base/Calling Name Services entry.
- Utilizes other systems and interfaces as needed.
- Receives, directs and or performs basic troubleshooting functions.
- Will be the primary back-up for the Customer Care Representatives which will include answering calls in phone queue, covering breaks and lunches, vacation time, high call volume periods, etc.
- Attend training as directed
- Other duties as assigned.

**Qualifications/Basic Job Requirements:**

- Excellent verbal communication with the ability to speak clearly, calmly, confidently, and decisively.
- Demonstrated persistence, ability and willingness to constantly adapt to learn/improve skills to achieve company and individual goals and be rewarded on that achievement.
- Self-starter, highly motivated, high energy, goal oriented individual with the passion and drive to succeed in providing an exceptional customer experience.
- Must be flexible and able to handle multiple tasks concurrently adjusting priorities.
- **A minimum of 5-years of customer service, sales and cold calling experience in a result driven, high service level setting, serving a broad range of customers. Documentation of experience and results required.**
- Prospecting skills - high-level cold calling to qualify and close new accounts
- Ability to develop sales strategies.
- Creative decision making skills and proven ability to work independently
- PC Proficiency (Microsoft Office Products) as well as experience in database operation.
- High School diploma or equivalent required. Associated Degree preferred.
- Knowledge of telecommunications technologies preferred.
- There will be 2 shifts, 8-5 and 9-6. Must be able to work either of these set shifts.
- Must also be able to work occasional evenings, weekends and holidays as required. Comp time will be provided in these cases.
- Cash handling experience a must.

- Upon conditional offerings of employment, candidate must successfully complete a background check as per current city ordinance or policy.

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| <input checked="" type="checkbox"/> hearing/listening         | <input type="checkbox"/> ability to mount and dismount forklift/truck                               | <input checked="" type="checkbox"/> driving (local/over the road)                           |
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| <input checked="" type="checkbox"/> touching                  |   |   |
| <input type="checkbox"/> dexterity                            |   |   |
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| <input checked="" type="checkbox"/> face-to-face contact      | <input type="checkbox"/> mechanical equipment   | <input type="checkbox"/> hazardous materials  |
| <input checked="" type="checkbox"/> inside                    | <input type="checkbox"/> electrical equipment   | <input type="checkbox"/> dirt/dust  |

**Supervision:**

Directly Supervises:  Indirectly Supervises:

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**Approvals:**

Department Head: \_\_\_\_\_ Date: \_\_\_\_\_

Human Resources: \_\_\_\_\_ Date: \_\_\_\_\_

REORGANIZATION OF TWO SENIOR CUSTOMER SERVICE  
REPRESENTATIVE POSITIONS AT BURLINGTON TELECOM  
TO TWO RESIDENTIAL SALES CONSULTANT POSITIONS

In the year Two Thousand Twelve.....

Resolved by the City Council of the City of Burlington, as follows:

That WHEREAS, the consulting firm of Dorman and Fawcett has recommended a reorganization of Burlington Telecom (BT); and

WHEREAS, the consulting firm of Dorman and Fawcett has recommended as part of the BT reorganization the elimination of two non-classified SENIOR CUSTOMER SERVICE REPRESENTATIVE positions; and

WHEREAS, Dorman and Fawcett has further recommended creation of two non-classified RESIDENTIAL SALES CONSULTANT positions based on business need to increase residential sales; and

WHEREAS, the request has been approved by the Interim CAO, Human Resources Director and Finance Board;

NOW, THEREFORE, BE IT RESOLVED that the City Council hereby approves the proposed reorganization to eliminate two non-classified SENIOR CUSTOMER SERVICE REPRESENTATIVE positions to be replaced with two non-classified RESIDENTIAL SALES CONSULTANT positions, effective as of adoption of this resolution.