



HUMAN RESOURCES DEPARTMENT
City of Burlington

179 South Winooski Avenue, Suite 100, Burlington, VT 05401 Voice (802) 865-7145

Fax (802) 864-1777

Vermont Relay: 7-1-1 or 800-253-0191

TO: Board of Finance

FROM: Stephanie Hanker, Human Resources Generalist

Handwritten initials "SH" in a circular scribble.

DATE: December 19, 2011

RE: Recommendation – Step placement for Stacey L. Trudo, Residential Sales Manger, Burlington Telecom

I recommend that Stacey Trudo, Residential Sales Manager, is placed at step 3 Grade level 10 band on the Burlington Telecom salary table. The required minimum qualifications for the Residential Sales Manager's position are an Associate's degree and six years of experience. Ms. Trudo possesses a Bachelor's degree and a total of twelve years of relevant experience, six years in addition to the minimum required. Therefore, pursuant to Appendix C, Section 5.4.a. of the City of Burlington Comprehensive Personnel Policy Manual, Ms. Trudo should be placed at step 3 effective Ms. Trudo's date of hire.

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

19 December 2011

Stephanie Hanker
Human Resources Director, City of Burlington
Suite 100
179, South Winooski Ave,
Burlington, VT 05401

Dear Stephanie,

Per our earlier conversation and your request, I am writing to ask for permission to fill the position of Divisional Manager, Residential Sales, a position that BT is eager to fill by the beginning of the 2012 CY.

The Residential Sales Manager is one of four senior management positions under the General Manager, in BT's current structure. The duties performed by this manager are essential to renewed efforts to re-build the BT residential customer base. The position has been vacant for 16 months, following the departure of the previous incumbent in August 2010.

Working with HR, we have recently advertised the position locally twice, the second time in a broader array of local media following a disappointing initial response. Gary Evans, Mary Malloy and I have interviewed six potential qualified candidates, including one internal candidate. We have also had two CSR's present at each interview.

The position will cover all aspects of sales and marketing to BT's residential customer base and management of a team of 4 CSR's and one Graphic Designer. Mary Malloy of HBC, has covered the management of the area for the past 9 months, but her existing duties at HBC have made it a challenging proposition on a day to day basis, and in the fall Mary, Gary and I agreed on the need to seek a full time manager.

The candidate that we would like to offer the position to clearly stood out amongst all of the other candidates that we have recently interviewed, and we are excited at the prospect of her joining BT's management team in an area critical to BT's future success.

It is proposed that the base salary with this position is Level 10, step 3 (\$61,835.39 a year). It is also intended that the role will have an element of compensation that is commission based, as is the case with the Manager of Commercial Sales.

The full cost of this position, including benefits, is built into BT's FY 2012 budget.

Sincerely,

Stephen Barraclough
Dorman and Fawcett
Interim General Manager
Burlington Telecom

cc. Mr. G. Evans
Ms. M. Malloy

IN BURLINGTON * FOR BURLINGTON

tty 802-865-7142 fax 802-652-4220 toll free 866-304-8434



HUMAN RESOURCES DEPARTMENT

City of Burlington

179 South Winooski Avenue, Burlington, VT 05401

Voice (802) 865-7145

Fax (802) 864-1777

TTY (802) 865-7142

Residential Sales Manager
Burlington Telecom

POSTING DATE: September 19, 2011

RATE OF PAY: \$59,668/year

EXEMPT/NON-EXEMPT: Exempt CLASSIFICATION GRADE: NC

DEADLINE TO APPLY: September 29, 2011

POSITION STATUS: Regular FT

APPLICATIONS CANNOT BE ACCEPTED AFTER THE DEADLINE DATE

The Residential Sales Manager is responsible for: directing sales and marketing efforts to subscribers and potential subscribers; supervising the customer service team and ensuring the customer service call center is aligned with and meets the organizational financial, operational and service plans of Burlington Telecom (BT).

Essential Job Functions:

- Develop, train, motivate and manage the residential sales/customer service representative (CSR) team to make sure that organizational goals, objectives and policies are followed.
- Determines strategies for growing BT's residential customer base and assists with the development of marketing efforts and materials prior to implementation.
- Monitors and analyzes BT's residential churn and devises plans and actions to slow and reverse churn. Set monthly goals for subscriber counts and services with the CSR team. Report monthly to the BT management team on plans and outcomes
- Monitors and analyses competitor product offerings and ensures that BT CSR's have an understanding of BT's offerings and pricing, relative to the competition at all times.
- Define and articulate BT's residential value proposition in the Burlington Community through both words and actions.
- Works closely with the BT graphic design department to provide input and guidance on the development of marketing materials to support residential sales efforts.
- Works with the residential sales/customer service team members to successfully carry out the residential sales plans.
- Monitor the quality of work from the residential sales/customer service team members as defined by the quality assurance process.
- Develops residential sales strategies and goals for BT and ensures that residential sales/customer service team members are trained and prepared to meet their individual and team goals for new customers as well as call-out programs.
- Develops work procedures, prepares work schedules, coordinates and expedites workflow for residential sales/customer service team members.
- Responsible for leading the design, planning and implementation of customer call flow systems; specifically sales and customer service calls, service, order entry systems and customer records management systems to ensure most effective use and operation.
- Represents BT at identified community functions.
- Prepares documentation, communicates residential sales and customer service request findings and recommendations to the General Manager on appropriate action/solutions.
- Prepares the residential sales/customer service annual operating plan and budget for approval by the General Manager.
- Receives incoming customer calls and handles/distributes them accordingly.
- Receives and handles escalated customer complaints
- Enters customer information into various internal systems.
- Tracks order flow to ensure timely completion of orders.
- Works as a liaison between residential sales/customer service, the outside plant and help desk division manager to ensure timely completion of orders and clearance of troubles.
- Performs service order provisioning through multiple user interfaces and multiple types.
- 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 Board reports.
- Attends trainings as directed.
- Assists in creating policies and procedures for the Residential Sales/Customer Service Department.
- Creates internal tracking reports and other reports as needed.

Qualifications/Basic Job Requirements:

- Associates Degree and six years of experience in one of the following (combined or separate): residential sales and marketing; customer service call center operations at a Competitive Local Exchange Carrier (CLEC); and/or Cable TV experience serving a broad range of customers.
- Prior experience in a dispatch position or complaint resolution position preferred.
- Familiarity with FairPoint LNP, E911 and ASR/LSR systems required.
- Proficiency with Microsoft Office Products and experience in database operation required.
- 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.
- Prior experience with customer account management.
- Strong analytical 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.
- Ability to work nights, weekends and holidays if required.
- Proven ability to display excellent interpersonal skills including effective communication and the ability to coach and supervise subordinates.
- Ability to maintain confidential information.
- Ability to attend evening meetings, as well as to travel to conferences, workshops or other professional meetings.

The City of Burlington does not discriminate on the basis of race, color, national origin, sex, sexual orientation, religion, age, or disability in employment or the provision of services. Submit City of Burlington Application, Cover Letter and Resume by September 29, 2011 to: Human Resources Department, 179 South Winooski Avenue, Burlington, Vermont 05401. Available in alternative formats for persons with disabilities. For disability access information, or to request an application, contact Human Resources at (802)865-7145 or (802) 865-7142 (TTY) Visit our Web site: www.hrjobs.ci.burlington.vt.us

WOMEN, MINORITIES AND PERSONS WITH DISABILITIES ARE HIGHLY ENCOURAGED TO APPLY. EOE.

September 26, 2011

yes

Burlington Telecom
Human Resources
179 South Winooski Avenue
Burlington, VT 05401

Dear Hiring Manager,

After contributing to the growth and success of UNICEL/AT&T Mobility for the past 15 years, I am seeking new challenges with a company in need of someone with exceptional planning, leadership, and management abilities. Taking command of an operation, team or project, then guiding it to new performance levels, is my greatest strength.

As evidenced in the enclosed resume my experience encompasses project management, strategic planning, resource utilization, revenue growth, and employee management. My ability to analyze needs and create unique solutions designed to yield a profitable outcome has proven to be one of my greatest assets. Along with my ability to coach, train, grow and motivate employees .

Additional Key strengths are as follows:

Develop and implement strategic operational plans.

Manage people, resources and processes.

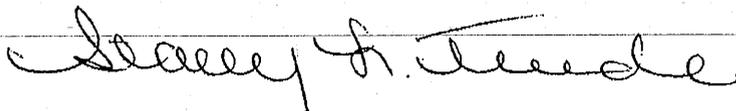
Coach and develop direct reports.

Ensure operational service groups meet needs of external and internal customers.

Manage all aspects of a telecommunication call center

I know that my proven leadership skills, strong commitment to high ethical and professional standards, and flexibility in devising proactive responses to changing socioeconomic conditions would allow me to make a significant contribution to the Burlington Telecom team. I would welcome the chance to discuss my qualifications with you in greater detail. I know that you are busy, and have many applications to review. If you wish to schedule a meeting, please let me know. In the meantime, please know that I appreciate your time and consideration.

Sincerely,



Stacey L. Trudo

RECEIVED
SEP 29 2011
HUMAN RESOURCES

Thurs. 12/8 11 Am

STACEY LYNN TRUDO

12 Parsons Avenue • St. Albans, VT 05478 • (802) 393-5094 • staceytrudo@yahoo.com.sg

SUMMARY OF QUALIFICATIONS

High energy sales and management professional with exceptional interpersonal and communications skills, with an extensive background in the following broad-based competencies:

CLIENT SATISFACTION	NEW BUSINESS DEVELOPMENT	STAFF MANAGEMENT
STRATEGIC PLANNING	ACCOUNT MANAGEMENT	CHANNEL SALES

- Proven success rate and implementation of training programs for customer satisfaction.
- Proven ability to cultivate productive relationships with key decision makers and manage projects on a global basis to achieve corporate goals.
- Excellent qualifications in strategic planning with comprehensive knowledge of management, organizational development, team building and project execution.
- Demonstrated ability to promote products, services and secure and develop independent agents to maximize company profit and goals.

PROFESSIONAL EXPERIENCE

Retail Account Manager, AT&T Mobility - Colchester, VT/Boston, MA December 2008 – Present

- Customer Satisfaction: Trained and coached 17 Local Dealer location and their staff as well as 48 National Retail locations and their staff on delivering an Extraordinary customer experience with every customer, every time. Due to this we saw a 38% increase in overall customer satisfaction in a 60-day period.
- Successfully trained, coached and transitioned my employees as well as the local dealers and national retail channel on AT&T products and services within a 1-week period to prepare them for the migration of 130,000 existing UNICEL customers after I only had 3 days of training.
- Work with local dealer principles and national retail stake-holders to develop and implement strategic/tactical objective business plans to meet and exceed assigned sales and customer satisfaction objectives.
- Consult with local dealers and national retail stake-holders on how to increase company merchandising presence and retail positioning through effective training and education.
- Customize and develop marketing/training materials to meet market/retailer requirements.
- Inspects and ensures efficient business operations and compliance with non-negotiable standards.
- Design, implement and administers plans to reduce store churn and improve in-store and post sales customer experience.
- Scheduled and coordinated all functions of the VT/NH Indirect Distribution team including but not limited to: employee development, hiring of new personnel, training, scheduling, conducting effective performance evaluations as well as implementing routine corrective action plans, coaching and counseling.
- Actively involved with executive management (i.e. Director of Sales, VP/GM) on a weekly basis to review current performance, areas of opportunity, trends, implement new ideas and programs.

Agent Manager, UNICEL/RCC - Colchester, VT October 2002 - December 2008

- Managed VT and NY district independent agent sales activities and continuously exceeded targeted sales goals and objectives.
- Was selected as the only member of the Indirect Dealer Channel Company wide and the only Northeast employee

to participant in RCC's Six Stigma program.

- Increased sales by 36% in my first year and continued to show impressive year over year increases
- Recruit, select and negotiate agreements with retailers to increase agent base.
- Managed all administrative aspects of this position, including tracking of agent performance and approving commission expenditures.
- Supported RCC (UNICEL) standing as a contributing business member of the community through community activities and contributions.

Enrollment Director, Hathaway's Tae Know-Do - Essex, VT March 2001 - March 2003

- Increased student enrollment by 48% in the first year. Implemented area school programs to make our offerings and benefits visible out in the community and surrounding areas. This was a proven success.
- Scheduled and coordinated all potential new student visits and follow through with the enrollment process, which included " Greeting and establishing a rapport with parents, children and adults, asking qualifying questions, introductory lessons, sales presentation, overcoming objections, trail closing, price presentation and buddy referral program.
- Created successful monthly campaign ads and student newsletters.
- Conducted all follow-up work activity on non-payment accounts, student cancellations and/or cancellation

Collections Supervisor, UNICEL/RCC - Colchester, VT May 1999 - October 2002

- Created and implemented a letter series program, which reduced monthly bad debt write-offs over \$5,000 per billing cycle (5 bill cycles). I increased out bound call volume by 35% within a 2-month time period while being down to collection representatives.
- Successfully managed a fast paced in-bound call center with hold times under 10 seconds and a dropped call rate less than 2%.
- Scheduled and coordinated all functions of the Collections Department including but not limited to: employee development, hiring of new personnel, training, scheduling, conducting effective performance evaluations as well as implementing routine corrective action plans, coaching and counseling.
- Evaluated and provided continuous improvements of internal procedures of all collections processes.
- Responsible for timely and effective collections of delinquent accounts and meeting/exceeding company and departmental goals as it related to non-pay disconnects and bad debt write-offs.
- Recruited, negotiated and maintained relationships with outside collection agencies.

EDUCATION

April 2011	Graduate of the Woman's Program at Babson College: Moving from Managing to Leading	
May 2009	A.S., Business Management with honors, Ashworth College, Atlanta, GA	GPA: 3.8
May 2012	B.S., Business Administration, Ashworth College, Atlanta, GA	GPA: 3.8

COMMITTEES & AFFILIATIONS

October 2009 - present	Member of the Woman of AT&T
January 2011 - present	AT&T Director of Community Involvement for VT & Western NH

Telecom Range 10 FY12 Salary Scale
Residential Sales Manager

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
59,668.45	60,742.02	61,835.69	62,948.28	64,080.98	65,234.95	66,409.02	67,604.38	68,213.29	68,826.93	69,446.48	70,070.76	70,702.13	71,338.24	71,980.25
1,147.47	1,168.12	1,189.15	1,210.54	1,232.33	1,254.52	1,277.10	1,300.08	1,311.79	1,323.59	1,335.51	1,347.51	1,359.66	1,371.89	1,384.24
28.6868	29.2029	29.7287	30.2636	30.8082	31.3630	31.9274	32.5021	32.7948	33.0899	33.3877	33.6879	33.9914	34.2972	34.6059