

TO: Board of Finance
City of Burlington
FROM: Stephen Barraclough
Interim General Manager, BT
RE: Residential Sales Manager
DATE: August 23, 2011

I am recommending the creation of the position of Residential Sales Manager for Burlington Telecom. The creation of this position is supported by Gary Evans of HBC. It is our belief that until residential sales, service and marketing efforts are consolidated under a residential sales manager (a manager who will sell and service customers AND manage staff), we will not be able to effectively position BT to attract new customers.

BT has managed without a head of sales and marketing since the resignation of Lisa Andrew in August 2010. This position, while not a direct replacement of that role, provides for a full time manager of BT's residential sales and marketing efforts. The recently appointed graphic designer position would also report in to this manager.

When the plan and budget were put together, it was our expectation that Mary Malloy from HBC would be available on a monthly basis to direct customer service staff and to plan and execute residential sales efforts for Burlington Telecom. For both personal and professional reasons, Mary must shorten and eventually curtail her visits to Burlington.

With Mary's situation in mind, as well as the fact that the residential customer attrition has continued in calendar 2011, we believe that additional full-time emphasis must be placed on this area.

The anticipated position and compensation (\$59,668 to \$71,980) and benefits have been included in the FY2012 budget that was approved by the Board of Finance and the Burlington City Council.

I would be grateful if you will authorize this position so the search for the manager can begin expediently.

CC: Mr. G Evans

City of Burlington Job Description

Position Title: Residential Sales Manager

Department: Burlington Telecom

Reports to: General Manager

Pay Grade: NC (BT Level 10 Salary Table) ~~NC~~ Job Code: TBD ~~1078-1148~~

Exempt/Non-Exempt: Exempt

Union: N/A

General Purpose:

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: (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.)

- 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 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 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.

Non-Essential Job Functions:

- Performs other duties as required.

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.

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
(red, green, amber) | within and between
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
dismount forklift/truck | <input type="checkbox"/> pounds |
| <input checked="" type="checkbox"/> touching | <input type="checkbox"/> pushing/pulling | <input type="checkbox"/> driving (local/over
the road) |
| <input checked="" type="checkbox"/> dexterity | | |
| <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 |

Residential Sales Manager

Page 4 of 4

<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: 5 Indirectly Supervises:

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.

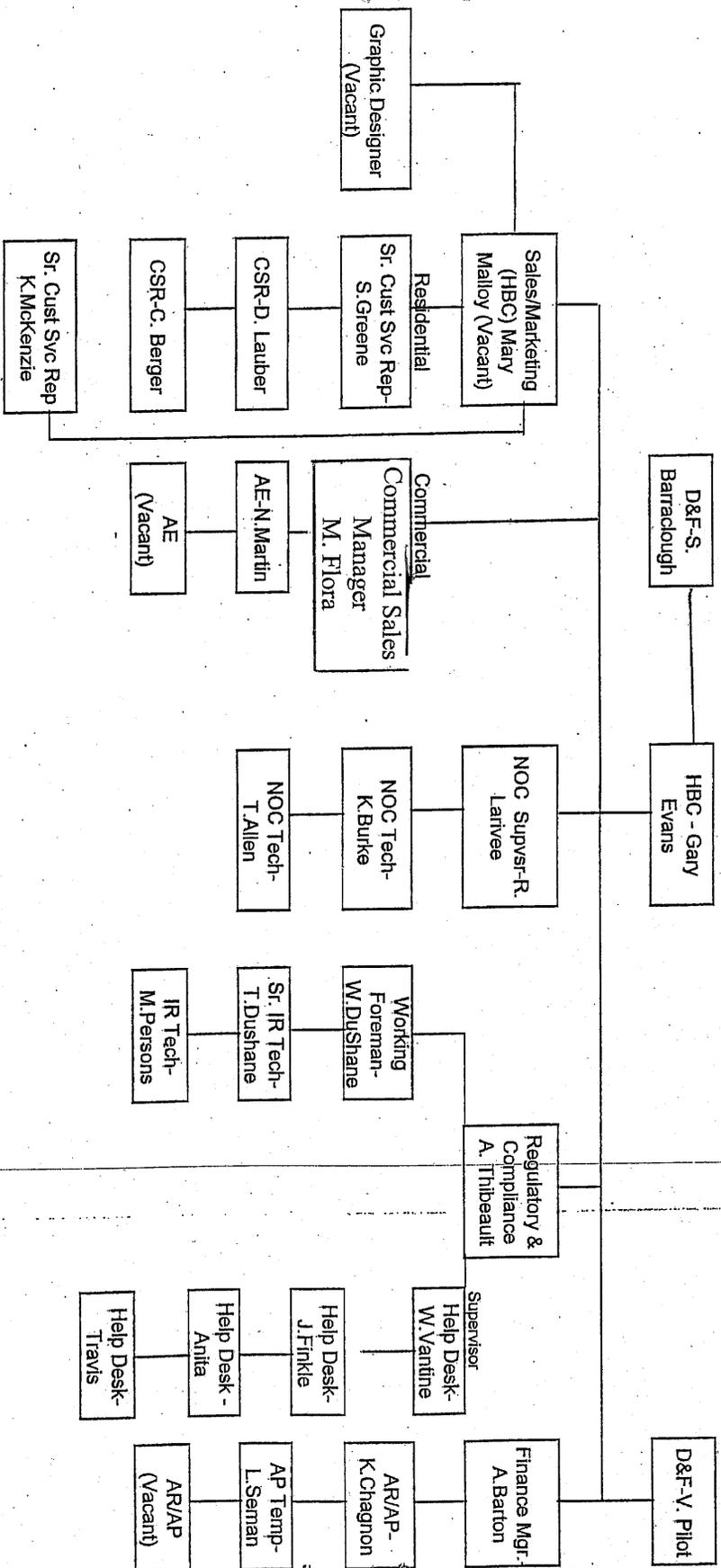
Approvals:

Department Head: _____ Date: _____

Human Resources: _____ Date: _____

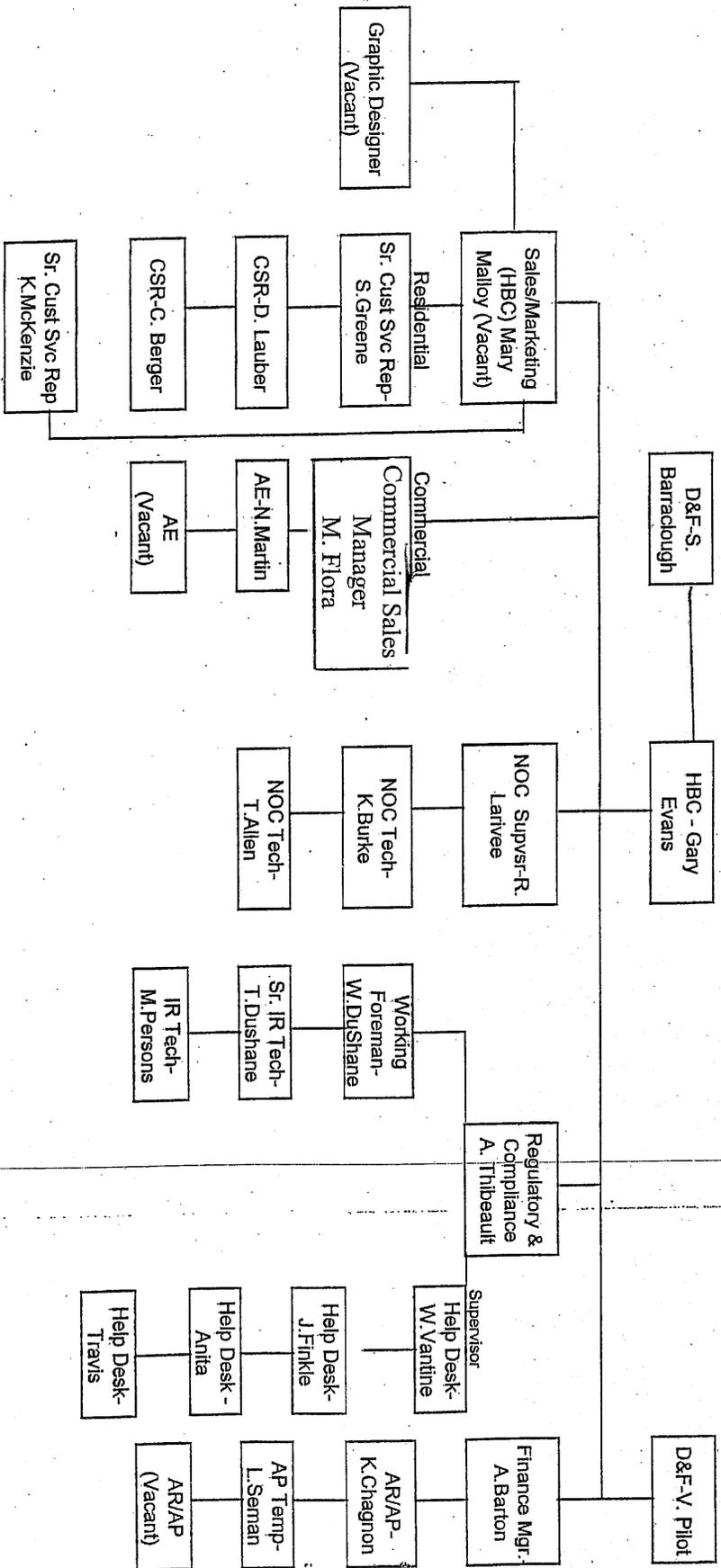
(Created August 2011)

Burlington Telecom
Organization Chart



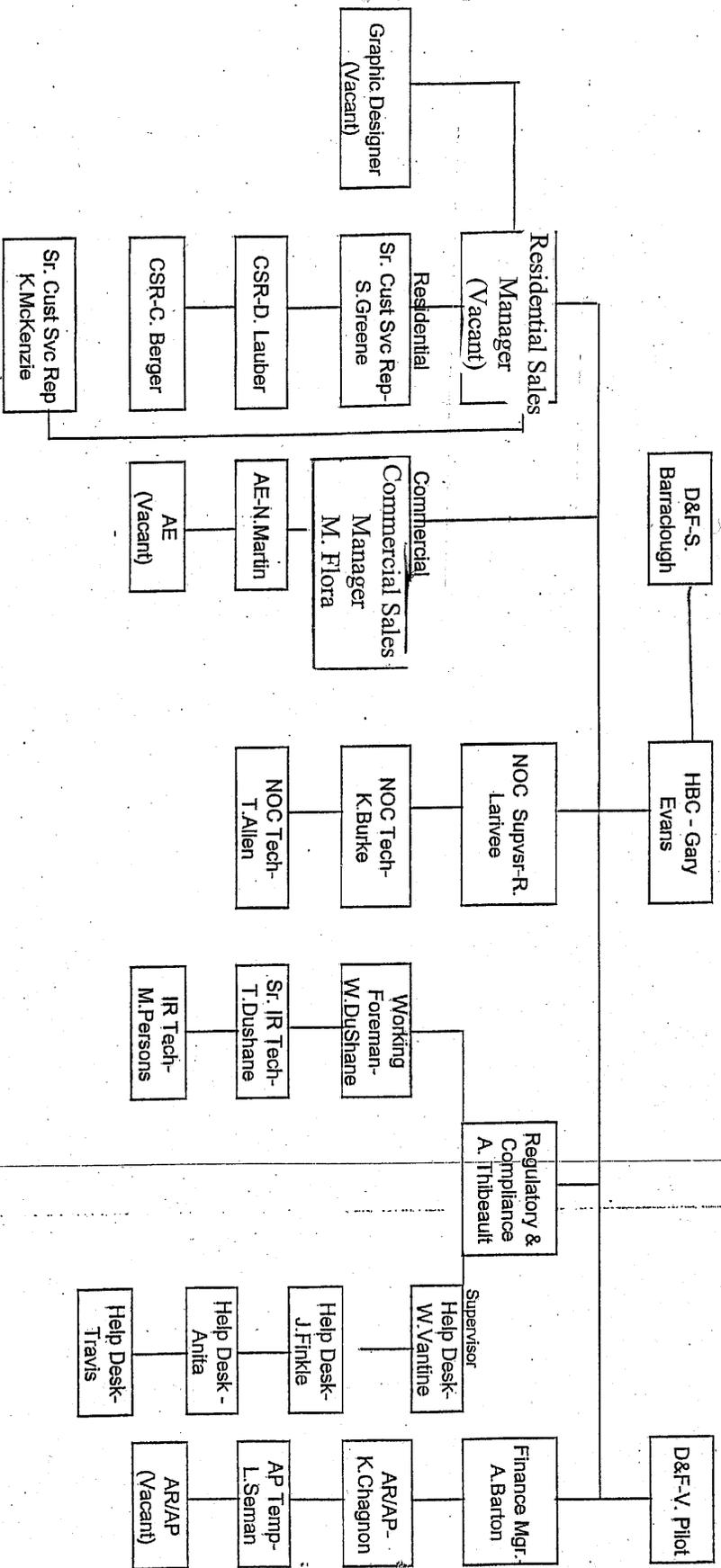
EXISTING AUGUST 29, 2011

Burlington Telecom
Organization Chart



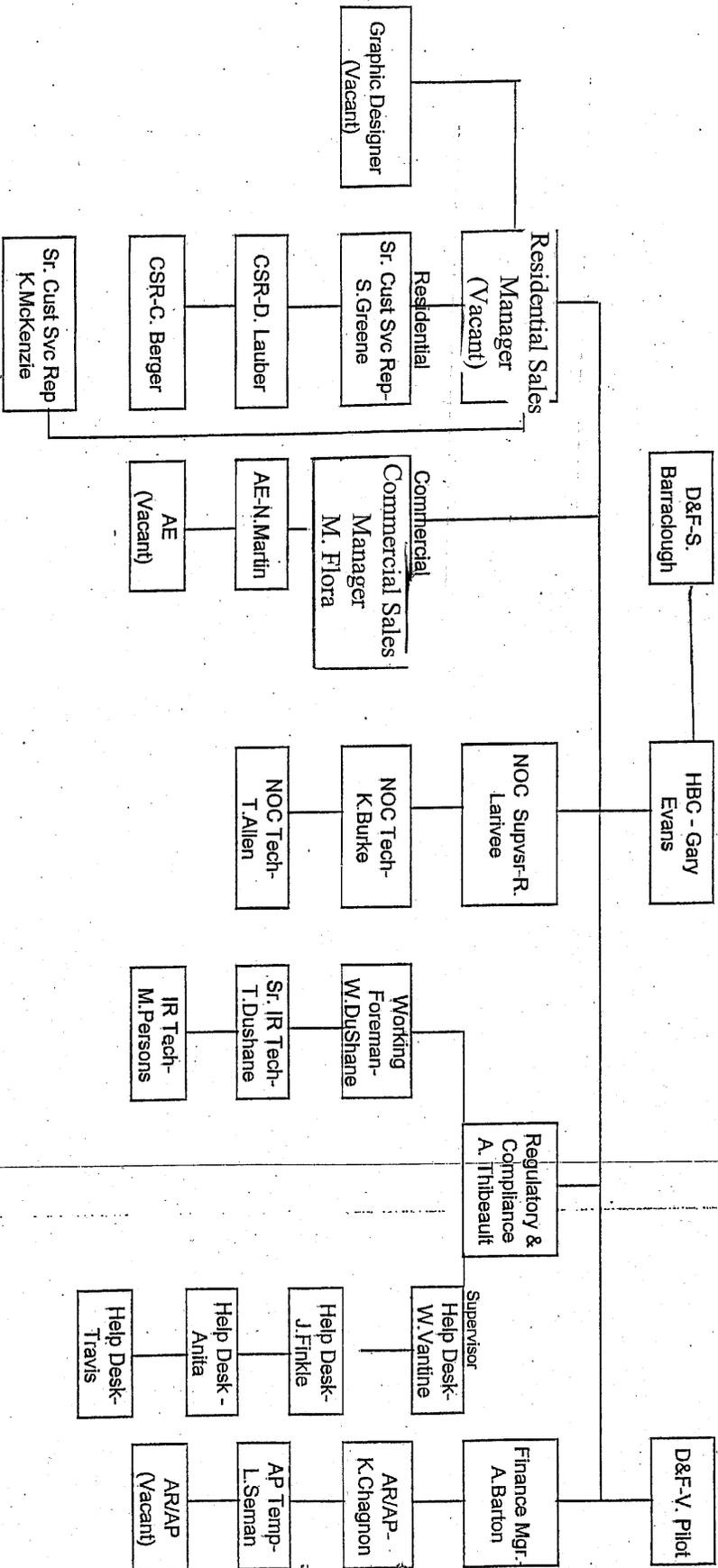
EXISTING AUGUST 29, 2011

Burlington Telecom
Organization Chart



PROPOSED

Burlington Telecom
Organization Chart



PROPOSED