

**RECOMMENDATIONS**

**OF THE**

**COMMUNICATIONS CONSULTANT**

**JOINT LEADERSHIP FORUM**

**OCTOBER 17, 2003**

### **BACKGROUND -**

The Communications Consultant Joint Leadership Forum was established as part of the 2001 Bargaining between the Communications Workers of America (CWA) and Southwestern Bell Telephone Company (SWBT) and was sponsored by the President –Business Communications Services.

### **MISSION STATEMENT -**

The mission of the Joint Leadership Forum, as outlined in the 2001 Settlement Agreement was as follows:

Discuss issues related to the following:

- Management Sales Titles
- Job responsibility relationship between Communications Consultants and Management selling jobs
- Training

Explore these issues and make recommendations for change. Issue a joint report of its recommendations to:

- President – Industry Markets
- President – Business Communications Services
- Regional Vice-President – Global Markets
- Regional Vice-President – ISP Sales
- Assistant Vice-President – Customer Center
- Vice President – District 6, CWA
- Vice-President – Labor Relations.

**JOINT LEADERSHIP FORUM MEMBERS -**

The Joint Leadership Forum members were selected in the manner specified in the Settlement Agreement and the following individuals participated:

**COMMUNICATIONS CONSULTANTS**

Nancy Baker – Little Rock  
Alice Carter – Lubbock  
Ron Dye – Oklahoma City  
Viv Glenn-Hough – Kansas City  
Becky Pim – Springfield  
Martha Roldan – Dallas

**MANAGEMENT**

Mark Thompson – BCS  
Ed Koehler – BCS  
Maria Dillard – Local Operations

**CWA STAFF**

A.J. Villegas – Kansas City

**LABOR RELATIONS**

Rebecca Poe

A.J. Villegas served as CWA co-chair of the Joint Leadership Forum, while Mark Thompson served as the SWBT co-chair. Rebecca Poe acted as facilitator.

The Joint Leadership Forum discussions were thoughtful, thorough, candid, and with a view towards finding ways to significantly address its responsibilities. The following is its report and recommendations.

## **TRAINING**

The competitive environment has drastically changed the way the Company operates in the market place. Our customers have become experts in their telecommunications needs. Therefore, they expect our employees to have the skills and knowledge necessary to resolve any order, service or billing issue that should arise. In order to attract and retain these customers, our employees must be trained on the constantly changing number of products and services, understand our billing system and provide accurate and efficient service. Revenue cannot be collected until services are installed and an accurate bill rendered.

To obtain a clear picture of the Communications Consultant's (CC) training needs, a survey was sent to every CC in the Company, as well as their immediate supervisors. With a 65% response rate, several areas were identified for improvement. The Committee worked closely with the training organization to revise training streams in addition to developing a new course.

### **RECOMMENDATIONS**

1. An individual training plan should be developed for each CC based on the following updated training information:
  - Core Class Schedule (revised, Attachment A and B)
  - Non-Core Training List (Attachment C)
  - Business System Overview Class (new, Attachment D)
2. After completion of #1, each organization should provide an implementation plan to senior management within 30 days. Also, a formal statement in the A&D section should be established for all supervising managers to help place emphasis on training.
3. Basic computer training, i.e., Word, Excel, PowerPoint, needs to be scheduled for employees. This may be done through the CFL or a local training provider.
4. Vendor specific training should be provided to CCs who specialize in those products or services, i.e., CPE, 911, as needs of the business dictate.



5. Sales One needs to be enhanced to make it more user friendly and must be updated when changes are implemented. Additionally, any pricing tool currently in place must contain accurate and reliable information.
6. Most CC's and Service Representatives (SR) use the OnLine Reference Manual (OLRM) to search for information. A paper copy of the OLRM Job Aid should be provided to these employees to shorten the search process (Attachment E).
7. Detailed Job Aids should be provided in Sales One. It is our recommendation that a committee be established to develop these Job Aids. Methods and Procedures (M&P) would act as the team lead and each department could provide a CC and SR to assist in the development of the Job Aids. The committee could then discuss necessary changes on a quarterly basis.
8. Sales Operations needs to establish an advice and counsel group that acts as a rapid access point for the field and supplements the Marketing and the M&P organizations. An alarming amount of time is wasted with CCs searching for answers that are not readily available. It is recommended that each department supply an employee to act in this capacity on a six month rotational basis.