

1 SOUTHERN BELL TELEPHONE AND TELEGRAPH COMPANY  
2 TESTIMONY OF APRIL D. IVY  
3 BEFORE THE  
4 FLORIDA PUBLIC SERVICE COMMISSION  
5 IN  
6 DOCKET NOS. 900960-TL, 910163-TL,  
7 910727-TL AND 920260-TL  
8 FEBRUARY 15, 1993

9  
10  
11 Q. PLEASE STATE YOUR NAME, OCCUPATION AND BUSINESS  
12 ADDRESS?

13  
14 A. MY NAME IS APRIL D. IVY. I AM EMPLOYED BY  
15 BELLSOUTH TELECOMMUNICATIONS, INC., D/B/A SOUTHERN  
16 BELL TELEPHONE AND TELEGRAPH COMPANY ("SOUTHERN  
17 BELL" OR THE "COMPANY") AS A MANAGER -  
18 NETWORK/INSTALLATION AND MAINTENANCE CENTER (IMC).  
19 MY BUSINESS ADDRESS IS 8610 SW 107TH AVENUE, MIAMI,  
20 FLORIDA 33173.

21  
22 Q. PLEASE GIVE A BRIEF DESCRIPTION OF YOUR BACKGROUND.

23  
24 A. I BEGAN MY CAREER WITH SOUTHERN BELL IN MIAMI,  
25 FLORIDA IN 1968, AS A COMMERCIAL CLERK. AS A

1 NON-MANAGEMENT EMPLOYEE, I WORKED IN BOTH THE  
2 CUSTOMER SERVICES AND NETWORK DEPARTMENTS. I WAS  
3 PROMOTED INTO MANAGEMENT AS AN ADMINISTRATIVE CLERK  
4 SUPERVISOR IN 1972. I WAS AGAIN PROMOTED IN 1974  
5 TO SERVICE ORDER CLERK SUPERVISOR. I WAS PROMOTED  
6 TO MANAGER IN 1982 AND HAVE HELD VARIOUS JOB  
7 RESPONSIBILITIES IN BOTH THE MARKETING AND NETWORK  
8 DEPARTMENTS. IN 1989, I WAS ASSIGNED  
9 RESPONSIBILITIES FOR THE NETWORK IMC STAFF AND ON  
10 MAY 1, 1990, I ASSUMED MY CURRENT RESPONSIBILITIES  
11 AS MANAGER - NETWORK IMC/SOUTH DADE. MY  
12 RESPONSIBILITIES INCLUDE SUPERVISING MANAGEMENT AND  
13 NON-MANAGEMENT EMPLOYEES' ACTIVITIES IN  
14 IMPLEMENTING CUSTOMERS' REQUESTS FOR SERVICE AND  
15 HANDLING OF CUSTOMER TROUBLE RESTORATION  
16 ACTIVITIES. IN MARCH 1991, I GRADUATED FROM BARRY  
17 UNIVERSITY WITH A BACHELOR OF BUSINESS  
18 ADMINISTRATION DEGREE.

19

20 Q. WHAT IS THE PURPOSE OF YOUR TESTIMONY?

21

22 A. THE PURPOSE OF MY TESTIMONY IS TO PROVIDE THE  
23 COMMISSION WITH AN UNDERSTANDING OF CUSTOMER  
24 TROUBLE REPORT AND RESTORATION PROCEDURES AS WELL  
25 AS MAINTENANCE CENTER RESPONSIBILITIES REGARDING

1 THESE ACTIVITIES. I WILL GIVE A BRIEF OVERVIEW OF  
2 HOW A BASIC TROUBLE REPORT IS HANDLED AND THE  
3 COMPLEXITY INVOLVED IN PROCESSING SUCH REPORTS. I  
4 WILL DISCUSS OUR COMPANY'S EVOLVING FROM A MANUAL  
5 TO A MECHANIZED ENVIRONMENT IN THE IMC AND THE  
6 EXTENSIVE CLASSROOM AND ON THE JOB TRAINING  
7 REQUIRED TO PERFORM THIS WORK AT A SATISFACTORY  
8 LEVEL. I WILL DESCRIBE OUR REVIEW PROCESS, HOW IT  
9 IS STRUCTURED AND THE RECENT UPDATES IN THAT  
10 PROCESS THAT REFLECT OUR CONTINUED COMMITMENT TO  
11 PROVIDE QUALITY SERVICE TO OUR CUSTOMERS. IT WAS  
12 THIS REVIEW PROCESS THAT ENABLED THE COMPANY TO  
13 DISCOVER THE TROUBLE REPORTING PROBLEMS IN THE  
14 NORTH DADE AND GAINESVILLE IMCS.

15

16 Q. MS. IVY, WOULD YOU PLEASE PROVIDE THE COMMISSION  
17 WITH A BRIEF DESCRIPTION OF HOW A CUSTOMER TROUBLE  
18 REPORT IS HANDLED BY SOUTHERN BELL?

19

20 A. YES. WHEN CUSTOMERS EXPERIENCE TROUBLE WITH THEIR  
21 SERVICE, THEY CALL 611 TO REPORT THE SERVICE  
22 PROBLEM. WHEN DIALING "611," THE CUSTOMER MAY  
23 INTERACT WITH EITHER OUR AUDICHRON INTERACTIVE  
24 REPAIR ORDERING (AIRO) SYSTEM OR SPEAK TO A REPAIR  
25 SERVICE ATTENDANT TO COMPLETE THE TROUBLE REPORT

1 TRANSACTION. THE TELEPHONE NUMBER IS INPUT INTO  
2 THE LOOP MAINTENANCE OPERATIONS SYSTEM (LMOS),  
3 WHEREUPON THE CUSTOMER'S "LINE RECORDS" ARE  
4 RETRIEVED. THIS INFORMATION CONSISTS OF THE  
5 SUBSCRIBER NAME AND ADDRESS, TELEPHONE NUMBER, AND  
6 UNPOPULATED FIELDS FOR TROUBLE ENTRY INFORMATION.  
7 THE CUSTOMER THEN PROVIDES A TROUBLE DESCRIPTION  
8 WHICH IS ENTERED BY THE REPAIR CLERK INTO THE  
9 TROUBLE DESCRIPTION FIELD. THE CUSTOMER IS ALSO  
10 QUERIED CONCERNING ANY OTHER PERTINENT INFORMATION,  
11 INCLUDING A REQUEST FOR A FOLLOW UP CONTACT NUMBER.  
12  
13 ONCE THE CUSTOMER TROUBLE REPORT CONTACT IS  
14 COMPLETED, THE TROUBLE REPORT IS ELECTRONICALLY  
15 TRANSMITTED VIA LMOS TO THE APPROPRIATE IMC FOR  
16 FURTHER ANALYSIS, TESTING, AND DISPATCH. THE  
17 SYSTEM AUTOMATICALLY ENTERS THE DATE AND TIME WHEN  
18 THE REPORT IS RECEIVED AND TRANSMITTED.  
19  
20 WHEN THE TROUBLE REPORT IS INITIALLY ENTERED, THE  
21 MECHANIZED LOOP TEST (MLT) FUNCTION COMMENCES. MLT  
22 IS A PERIPHERAL SYSTEM TO LMOS WHICH PERFORMS  
23 MECHANICAL TEST FUNCTIONS. VARIOUS MLT TESTS ARE  
24 PERFORMED ON THE CUSTOMER'S LINE TO DETERMINE IF  
25 ANY FAULTS EXIST. EACH MLT TEST HAS AN ASSOCIATED

1 VERIFICATION (VER) CODE THAT DESCRIBES ANY FAULT ON  
2 THE SUBSCRIBER'S LINE.

3  
4 ONCE THE MLT TEST IS PERFORMED, THE TROUBLE IS THEN  
5 TRANSMITTED TO THE APPROPRIATE FRONT END COMPUTER  
6 SERVING THE IMC RESPONSIBLE FOR THE CUSTOMER'S  
7 SERVICE. WITHOUT HUMAN INTERVENTION, THE REPORT IS  
8 SUBJECTED TO SPECIFIC CRITERIA STATEMENTS  
9 CALLED ALGORITHMS. THIS FEATURE IS REFERRED TO AS  
10 "AUTOSCREEN."

11  
12 THIS CRITICAL TESTING PROCESS IS USED TO DIRECT THE  
13 CUSTOMER'S TROUBLE REPORT EITHER TO A DISPATCH POOL  
14 OR TO A MAINTENANCE ADMINISTRATOR (MA) IN THE IMC  
15 FOR MANUAL INTERVENTION. MANUAL INTERVENTION IS  
16 NECESSARY IF THE TESTING CRITERIA INDICATE A NEED  
17 FOR ADDITIONAL SCREENING, TESTING, ISOLATION, OR  
18 ANALYSIS.

19  
20 A TROUBLE REPORT THAT IS DIRECTED TO THE DISPATCH  
21 POOL IS AUTOMATICALLY DISPATCHED TO A FIELD  
22 TECHNICIAN WHO RETRIEVES THE REPORT WITH A HAND  
23 HELD COMPUTER ACCESS TERMINAL. THE REPORT CONTAINS  
24 THE TEST RESULTS AND PERTINENT INFORMATION  
25 NECESSARY TO RESTORE THE CUSTOMER'S SERVICE. A

1 REPORT SENT TO THE DISPATCH POOL IS DISPATCHED  
2 BASED ON SPECIFIC SERVICE PRIORITIES, E.G., OUT OF  
3 SERVICE, COMMITMENT TIMES, EMERGENCY RESTORATION,  
4 CLASS OF SERVICE, ETC.

5  
6 THE TROUBLE REPORTS THAT ARE DIRECTED TO MA'S FOR  
7 MANUAL INTERVENTION ARE ALWAYS RETESTED BY AN MA.  
8 AN ATTEMPT IS MADE TO CONTACT THE CUSTOMER FOR ANY  
9 ADDITIONAL NECESSARY INFORMATION. AFTER THE MA HAS  
10 RETESTED THE REPORT, THE REPORT IS EITHER CLOSED  
11 OUT OR SENT TO THE DISPATCH POOL FOR A TECHNICIAN  
12 TO RESTORE THE SERVICE AND CLOSE OUT THE TROUBLE.

13

14 Q. PLEASE DESCRIBE HOW A TROUBLE IS DETERMINED TO BE  
15 SERVICE AFFECTING OR OUT OF SERVICE (OOS).

16

17 A. IF THE REPORT IS AUTOMATICALLY SCREENED AND MEETS  
18 THE OOS CRITERIA, IT IS STATUSED AS OOS AT THE TIME  
19 IT IS SENT TO THE DISPATCH POOL. THE OOS CRITERIA  
20 CONSIDER THE DEGREE OF TECHNICAL FAULT TESTED.  
21 WHEN MANUAL INTERVENTION IS NECESSARY, THE MA USES  
22 THE SAME CRITERIA THAT AUTOSCREEN EMPLOYS, AS WELL  
23 AS INTERACTION WITH THE CUSTOMER TO DETERMINE  
24 WHETHER OR NOT THE REPORT SHOULD BE SCORED OOS.

25

1 Q. WHEN AN EMPLOYEE IS SELECTED FOR THE MAINTENANCE  
2 ADMINISTRATOR JOB, WHAT TYPE OF TRAINING DOES THE  
3 EMPLOYEE RECEIVE?

4

5 A. AN MA MUST COMPLETE THE FOLLOWING SIX CORE  
6 CLASSROOM COURSES: INITIAL MAINTENANCE TRAINING,  
7 MECHANIZED MAPPER ASSIGNER, MECHANIZED LOOP  
8 TESTING, FACILITY ASSIGNMENT CENTER USER  
9 OPERATIONS, RECENT MEMORY ASSIGNMENT SYSTEMS, AND  
10 SERVICE ORDER COMMUNICATIONS SYSTEM. THE FIRST  
11 COURSE PROVIDES THE MA WITH A BASIC UNDERSTANDING  
12 OF LMOS AND THE VARIOUS COMMANDS USED IN CONNECTION  
13 WITH TROUBLE REPORT PROCESSING. IT LAYS THE  
14 FOUNDATION FOR ADDITIONAL TRAINING IN ANALYZING  
15 CUSTOMER TROUBLE REPORTS. THE NEXT TWO COURSES,  
16 MECHANIZED MAPPER ASSIGNER AND MECHANIZED LOOP  
17 TESTING, PREPARE THE MA TO DIRECT THE REPORT TO THE  
18 PROPER WORK GROUP FOR FINAL RESOLUTION. THE FINAL  
19 THREE COURSES GIVE THE MA THE NECESSARY TRAINING TO  
20 INTERACT WITH THE DATA BASES THAT TRACK OUR: 1)  
21 CABLE FACILITIES; 2) CENTRAL OFFICE TRANSLATIONS;  
22 AND 3) CUSTOMERS' SERVICE ORDER ACTIVITY.

23

24 ONCE THE FORMAL TRAINING IS COMPLETED, THE MA IS  
25 ASSIGNED DIFFERENT WORK FUNCTIONS. AN EXPERIENCED

1 MA OBSERVES AND ASSISTS THE NEW MA IN UNDERSTANDING  
2 EACH TASK, I.E., SCREENING, TESTING, DISPATCH, ETC.  
3 THIS ON-THE-JOB TRAINING IS CLOSELY SUPERVISED BY  
4 AN ASSISTANT MANAGER.

5  
6 AT FIRST, A DAILY REVIEW OF ALL TASKS PERFORMED BY  
7 THE MA IS CONDUCTED. AS THE MA PROGRESSES, SPOT  
8 CHECKS AND FEEDBACK ARE PROVIDED BY THE ASSISTANT  
9 MANAGER RESPONSIBLE FOR TRAINING AND THE MA'S  
10 IMMEDIATE SUPERVISOR. TRAINING IN THE IMC IS A  
11 CONTINUOUS PROCESS AS UPDATES ARE MADE TO THE  
12 SYSTEM, PRACTICE AND PROCEDURAL CHANGES OCCUR, AND  
13 PUBLIC SERVICE COMMISSION RULES CHANGE. FOLLOW-UP  
14 BY THE TRAINING SUPERVISOR IS CONSTANT TO ENSURE  
15 THAT EACH MA UNDERSTANDS THE CHANGES.

16

17 Q. IS AN MA COMPLETELY QUALIFIED TO PERFORM HIS OR HER  
18 ASSIGNED DUTIES UPON COMPLETION OF THE FORMAL  
19 TRAINING?

20

21 A. NO. AS WITH MANY TECHNICAL ASSIGNMENTS IN OUR  
22 BUSINESS, THERE IS A LEARNING CURVE ASSOCIATED WITH  
23 AN INDIVIDUAL'S BECOMING EFFICIENT IN HANDLING  
24 TROUBLE REPORTS. BECAUSE OF THE VARIOUS TECHNICAL  
25 AND ENVIRONMENTAL CONDITIONS THAT MAY AFFECT A



1 CUSTOMER'S SERVICE, THE COMPLEX AND CHANGING  
2 TECHNOLOGY INVOLVED, AND THE ABILITY OF EACH  
3 EMPLOYEE TO BECOME AN EXPERT IN RECOGNIZING THE  
4 MANY DIFFERENT CAUSES OF TROUBLES, EACH EMPLOYEE  
5 VARIES IN THE LENGTH OF TIME IT TAKES HER TO BECOME  
6 SATISFACTORY IN PERFORMING HER DUTIES.

7

8 Q. ONCE AN EMPLOYEE HAS COMPLETED THE FORMAL TRAINING  
9 AND HAS PROGRESSED WITH THE ON-THE-JOB TRAINING,  
10 CAN MISTAKES STILL OCCUR?

11

12 A. YES. THE PROCESS OF CATEGORIZING TROUBLE REPORTS  
13 IS MORE OF AN ART THAN IT IS A SCIENCE. TWO PEOPLE  
14 CAN INTERPRET THE SAME DATA DIFFERENTLY AND ONE CAN  
15 MAKE AN HONEST MISTAKE. AS I HAVE PREVIOUSLY  
16 DESCRIBED, THE PROCESSING OF CUSTOMER TROUBLE  
17 REPORTS IS AN EVER CHANGING, DYNAMIC, AND COMPLEX  
18 PROCESS. THUS, THE POTENTIAL FOR UNINTENTIONAL  
19 ERRORS ALWAYS EXISTS.

20

21 IN ADDITION, BECAUSE OF THE COMPLEXITY OF THE  
22 PROCESS, THERE IS THE POSSIBILITY OF A  
23 MISUNDERSTANDING OF INSTRUCTIONS.

24

25 Q. DID SOUTHERN BELL EVER FIND EXAMPLES OF ABUSE OF

1 THE TROUBLE REPORT PROCESS?  
2  
3 A. YES. IN OCTOBER OF 1990, THE NETWORK STAFF  
4 CONDUCTED A ROUTINE NETWORK OPERATIONS REVIEW IN  
5 THE NORTH DADE IMC. IN THAT REVIEW A NUMBER OF  
6 TROUBLE REPORTS THAT HAD BEEN IMPROPERLY HANDLED  
7 WERE IDENTIFIED. WHEN THE RESULTS OF THE REVIEW  
8 WERE PROVIDED TO THE SOUTH FLORIDA GENERAL MANAGER,  
9 A SECURITY DEPARTMENT INVESTIGATION WAS INITIATED.  
10 THE INVESTIGATION DETERMINED THAT TROUBLE REPORTS  
11 HAD BEEN DELIBERATELY MISCODED AS OUT-OF-SERVICE  
12 WHEN IN FACT THEY SHOULD HAVE BEEN CODED AS SERVICE  
13 AFFECTING. THE INVESTIGATION ALSO IDENTIFIED THE  
14 EMPLOYEES RESPONSIBLE FOR THE MISCODING. THE TWO  
15 MANAGEMENT EMPLOYEES INVOLVED WERE DISCHARGED.  
16  
17 THE COMPANY'S NORTH DADE INVESTIGATION LED TO A  
18 STATEWIDE REVIEW OF TROUBLE REPORT STATUSING.  
19 ANOTHER IRREGULARITY WAS DISCOVERED IN THE  
20 GAINESVILLE IMC. A SECURITY DEPARTMENT  
21 INVESTIGATION WHICH FOLLOWED DISCOVERED THAT ONE OR  
22 MORE EMPLOYEES HAD CREATED FICTITIOUS  
23 OUT-OF-SERVICE TROUBLE REPORTS THAT WERE THEN  
24 CLEARED WITHIN 24 HOURS IN AN ATTEMPT TO IMPROPERLY  
25 "BUILD THE BASE" OF OUT OF SERVICE TROUBLES.

1

2 Q. WHAT CONTROLS DID SOUTHERN BELL HAVE IN PLACE TO  
3 ENSURE COMPLIANCE WITH ITS TROUBLE HANDLING  
4 PRACTICES AND PROCEDURES?

5

6 A. SOUTHERN BELL HAD VARIOUS CONTROLS TO ENSURE  
7 ADHERENCE TO ITS PRACTICES AND PROCEDURES. ONE OF  
8 THE MOST IMPORTANT CONTROLS WAS THE  
9 OPERATIONAL/STANDARDIZATION REVIEW PROCESS. THESE  
10 REVIEWS WERE CONDUCTED CONTINUOUSLY TO IDENTIFY FOR  
11 MANAGEMENT THOSE AREAS WHERE ERRORS WERE BEING  
12 MADE, TO ENSURE COMPLIANCE WITH PRESCRIBED  
13 PRACTICES AND PROCEDURES, AND TO DETECT ANY  
14 POSSIBLE INTEGRITY ISSUES. ANOTHER CONTROL WAS  
15 VARIOUS REPORTS PROVIDED TO LOCAL MANAGEMENT THAT  
16 SHOULD HAVE BEEN USED TO IDENTIFY QUESTIONABLE  
17 TROUBLE REPORTING PRACTICES IN THE IMC. THERE WERE  
18 ALSO SIMILAR REPORTS OF NON-MANAGEMENT WORK  
19 PERFORMED BY FIELD EMPLOYEES. FINALLY, THE COMPANY  
20 CONDUCTED INTERNAL AUDITS OF THE IMC OPERATIONS.

21

22 Q. CAN YOU EXPLAIN THE STANDARDIZATION REVIEW PROCESS  
23 AND DESCRIBE SPECIFICALLY WHAT AREAS ARE REVIEWED?

24

25 A. THERE ARE EIGHT MODULES IN THE STANDARDIZATION

1 REVIEW PACKAGE. EACH MODULE LOOKS AT SPECIFIC  
2 TYPES OF REPORTS HANDLED BY BOTH IMC AND  
3 INSTALLATION AND MAINTENANCE EMPLOYEES FOR  
4 ACCURACY. THE EIGHT MODULES ARE AS FOLLOWS:

5

- 6 1. EMPLOYEE REPORTS ISSUED BY THE IMC
- 7 2. EXCLUDED REPORTS
- 8 3. CPE CODES
- 9 4. OUT OF SERVICE STATUSING
- 10 5. NO-ACCESS STATUSING
- 11 6. NON-NETWORK CODES
- 12 7. SPECIAL SERVICE CLASS OF SERVICE  
13 (SSMMP)
- 14 8. CAUSE CODES

15

16 FOR EACH MODULE, THE REVIEWER LOOKS AT A MECHANIZED  
17 TROUBLE ANALYSIS SYSTEM (MTAS) REPORT AND THEN  
18 SCRUTINIZES THE TOTAL NUMBER OF REPORTS IN THE  
19 SELECTED CATEGORY. ALL REVIEW MODULES HAVE COMMON  
20 ITEMS THAT THE REVIEWER CHECKS IN DETAIL. FOR  
21 EXAMPLE, ALL REPORTS MUST HAVE PROPER DOCUMENTATION  
22 IN THE FINAL STATUS NARRATIVE TO SUBSTANTIATE THE  
23 CLOSE OUT; OTHERWISE AN ERROR (DEVIATION) IS SCORED  
24 IN THE REVIEW. STANDARDIZATION REVIEW RESULTS ARE  
25 PROVIDED TO THE IMC MANAGEMENT FOR THE EXPRESS

1 PURPOSE OF IDENTIFYING AREAS WHERE IMPROVEMENT IS  
2 NEEDED. THIS IS TO BE USED FOR ADDITIONAL TRAINING  
3 OR DISCIPLINARY ACTION WHERE APPROPRIATE. FOLLOW-  
4 UP REVIEWS ARE CONDUCTED WHENEVER THE FIRST REVIEW  
5 FINDS A HIGH ERROR RATE.

6

7 Q. WHAT IS THE PRIMARY PURPOSE OF STANDARDIZATION  
8 REVIEWS?

9

10 A. THE PRIMARY PURPOSE OF STANDARDIZATION REVIEWS IS  
11 TO PROVIDE INFORMATION TO THE LOCAL IMC MANAGEMENT  
12 AS TO THE AREAS WHERE ENHANCED TRAINING MAY BE  
13 NEEDED. THE LOCAL IMC OPERATIONS ARE EXPECTED TO  
14 UTILIZE THE REPORTS FOR IDENTIFYING AND TAKING  
15 CORRECTIVE ACTION. UNUSUAL REVIEW RESULTS ARE  
16 COMMUNICATED TO THE APPROPRIATE GENERAL MANAGER.  
17 IT WAS THIS PROCESS THAT DETECTED THE PROBLEMS IN  
18 THE NORTH DADE IMC IN 1990.

19

20 Q. THERE ARE SOME WHO HAVE ALLEGED THAT UNDUE PRESSURE  
21 WAS PLACED ON IMC PERSONNEL TO MEET THE  
22 COMMISSION'S OBJECTIVES. IS THIS TRUE?

23

24 A. NO. BASED UPON MY EXPERIENCE ON THE STAFF AND IN  
25 THE IMC, THIS IS NOT TRUE. MANAGEMENT AT ALL

1 LEVELS OF THE COMPANY ARE AWARE OF THE IMPORTANCE  
2 OF ADHERING TO THE COMMISSION'S RULES AND SERVICE  
3 OBJECTIVES. WHILE THE COMPANY IS CLEARLY CONCERNED  
4 WITH COMPLYING WITH ALL COMMISSION RULES, I DO NOT  
5 KNOW OF A MANAGER IN THE COMPANY WHO HAS BEEN  
6 DISCIPLINED, REDUCED IN MANAGEMENT LEVEL OR  
7 RECEIVED DETRIMENTAL PAY TREATMENT AS A RESULT OF  
8 NOT MAKING A COMMISSION OBJECTIVE. ON THE OTHER  
9 HAND, THE COMPANY DISCIPLINES ANY INDIVIDUAL IT  
10 IDENTIFIES AS HAVING VIOLATED COMPANY POLICY  
11 PROHIBITING THE MANIPULATION OF ITS SERVICE  
12 RECORDS.

13

14 IT IS ALSO IMPORTANT TO UNDERSTAND THAT THE OVERALL  
15 DESIRE OF MY COMPANY'S EMPLOYEES, FROM TOP TO  
16 BOTTOM, IS TO PROVIDE THE BEST CUSTOMER SERVICE  
17 POSSIBLE. THE COMMISSION'S RULES ARE BUT ONE  
18 MEASUREMENT OF THE OVERALL SATISFACTION OF OUR  
19 CUSTOMERS.

20

21 Q. WERE ANY OTHER TYPES OF REVIEWS CONDUCTED TO ENSURE  
22 QUALITY CUSTOMER SERVICE?

23

24 A. YES. THE FLORIDA NETWORK STAFF, DURING 1989 AND  
25 1990, CONDUCTED TECHNICAL PERFORMANCE REVIEWS AND

1 KEY SERVICE RESULTS REVIEWS. THESE COMPREHENSIVE  
2 REVIEWS WERE PERFORMED TO ENSURE THAT THE ENTIRE  
3 NETWORK OPERATION -- CONSTRUCTION, MAINTENANCE,  
4 INSTALLATION, ENGINEERING, AND SWITCHED SERVICES --  
5 WAS FOLLOWING ESTABLISHED COMPANY PRACTICES AND  
6 PROCEDURES.

7  
8 THE REVIEWS WERE CONDUCTED AND FORMALLY PRESENTED  
9 TO THE VICE PRESIDENT-NETWORK FLORIDA, AND THE  
10 GENERAL MANAGER AND OTHER MANAGERS OF THE REVIEWED  
11 OPERATION.

12

13 Q. IN A FEW OF THE OPERATIONAL/STANDARDIZATION  
14 REVIEWS, SOME OF THE FINDINGS INDICATED A 100%  
15 ERROR RATE. HOW IS THIS POSSIBLE?

16

17 A. THE STANDARDIZATION REVIEWS WERE "SUPER CRITICAL"  
18 BY DESIGN. THE REVIEWERS WERE INSTRUCTED TO BE  
19 "NIT-PICKY" TO IDENTIFY ANY TROUBLE REPORTS THAT  
20 MIGHT BE QUESTIONABLE IN ANY RESPECT. THE GOAL OF  
21 THE REVIEW WAS TO IMPRESS ON THE FIELD OPERATION  
22 THAT EVERY CLOSED TROUBLE REPORT MUST BE DONE  
23 PROPERLY.

24

25 AS AN EXAMPLE, MOST OF THE REVIEWS IDENTIFIED A

1 HIGH DEVIATION RATE BECAUSE THE NARRATIVES IN  
2 SUPPORT OF THE REASON FOR THE TROUBLE BEING  
3 EXCLUDED WERE INSUFFICIENT. THIS DID NOT MEAN THAT  
4 EVERY REPORT WAS DONE INCORRECTLY OR IN ERROR. IN  
5 FACT, EVERY TROUBLE REPORT COULD HAVE BEEN PROPER  
6 BUT FOR THE LACK OF A NARRATIVE OR AN  
7 INSUFFICIENTLY DOCUMENTED NARRATIVE TO SUPPORT THE  
8 REPORT. FOR EXAMPLE, IF THE NARRATIVE FAILED TO  
9 IDENTIFY THE NAME OF THE CUSTOMER WHO REPORTED THE  
10 TROUBLE, IT WAS SCORED AS A DEVIATION.  
11 ACCORDINGLY, A HIGH DEVIATION RATE NOTED IN A  
12 NETWORK REVIEW DOES NOT NECESSARILY MEAN A HIGH  
13 LEVEL OF SUBSTANTIVE ERRORS. THIS REVIEW EFFORT  
14 WAS DESIGNED TO FOCUS ON EVERY DETAIL TO ENSURE  
15 ACCURACY AND QUALITY AS IT RELATES TO CUSTOMER  
16 SERVICE.

17

18 Q. WHAT HAS SOUTHERN BELL DONE TO REDUCE THE POTENTIAL  
19 FOR ERRORS IN TROUBLE REPORT PROCESSING?

20

21 A. BECAUSE MANY OF THE IMC PROCESSES HAVE BECOME  
22 COMPUTERIZED, SOUTHERN BELL HAS BEEN ABLE TO  
23 CONSOLIDATE ITS IMCS IN FLORIDA FROM 66 TO 12.  
24 THIS HAS ALLOWED FOR GREATER CONSISTENCY BETWEEN  
25 IMCS AS TO HOW TROUBLE REPORTS ARE PROCESSED. WE



1 HAVE ALSO ADDED ADDITIONAL CONTROLS TO DETECT  
2 ERRORS AND PREVENT FALSIFICATION FROM OCCURRING.  
3 FOR EXAMPLE, WE NOW HAVE, FOR SECURITY AND TRACKING  
4 PURPOSES, UNIQUE ID/PASSWORDS, NOT JUST EMPLOYEE  
5 CODES. WE HAVE RESTRICTED THE NUMBER OF EMPLOYEES  
6 WHO CAN ENTER A CUSTOMER DIRECT AND SUBSEQUENT  
7 TROUBLE REPORT TO 10% OF NON-MANAGEMENT EMPLOYEES  
8 OR 10 INDIVIDUALS, WHICHEVER IS LARGER. OUR  
9 AUTOSCREEN RULES ARE UNIFORM THROUGHOUT FLORIDA AND  
10 CAN ONLY BE CHANGED OR UPDATED WITH HEADQUARTERS  
11 STAFF APPROVAL. THE CON (CARRIED OVER NO) CODE,  
12 WHICH WAS USED WHEN CUSTOMERS ASKED FOR  
13 APPOINTMENTS OUTSIDE OUR NORMAL COMMITMENT, HAS  
14 BEEN ELIMINATED. SOFTWARE HAS BEEN ADDED TO  
15 PROVIDE ON-LINE EDITS FOR DISPOSITION AND CAUSE  
16 CODES. FINAL STATUS TIME, I.E., THE ACTUAL CLOSE  
17 TIME, IS NOW USED WHEN DETERMINING WHEN AN OOS  
18 TROUBLE HAS BEEN CLOSED FOR PURPOSES OF THE  
19 COMMISSION'S 24 HOUR RULE. IN ADDITION TO THESE  
20 MECHANIZED CONTROLS WE CONTINUE TO HAVE QUALITY  
21 REVIEWS BY THE IMC/IM STAFFS. FURTHER,  
22 CERTIFICATION OF THE IMCS AND ITS EMPLOYEES IS AN  
23 ON-GOING PROCESS. THIS HELPS TO ENSURE THAN AN  
24 IMC'S EMPLOYEES ARE FAMILIAR WITH THE PROPER METHOD  
25 OF HANDLING NEW OR CHANGED PROCEDURES.

1

2 Q. GIVEN YOUR OPERATIONAL EXPERIENCE AND PERSONAL  
3 INVOLVEMENT WITH OPERATIONAL REVIEWS AS A STAFF  
4 MANAGER, DO YOU KNOW OF ANY INSTANCES WHERE  
5 CUSTOMERS WERE DELIBERATELY DENIED REBATES?

6

7 A. NO. ANY INSTANCE OF MISCODING OF TROUBLE REPORTS  
8 OF WHICH I AM AWARE HAVE INVOLVED CHANGES TO THE  
9 REPORTS THAT DID NOT AFFECT THE REBATE PROCESS. IN  
10 NORTH DADE, SERVICE AFFECTING TROUBLES WERE  
11 MISCODED AS OOS, WHILE IN GAINESVILLE LINES WITHOUT  
12 TROUBLE WERE SHOWN AS OOS. IN EACH INSTANCE THE  
13 MISCODING RELATED TO THE OOS INDEX AND NOT TO  
14 REBATES.

15

16 Q. DID SOUTHERN BELL'S MANAGEMENT ENCOURAGE BEHAVIOR  
17 THAT LED TO ANY VIOLATION OF COMMISSION RULES OR  
18 FLORIDA STATUTES?

19

20 A. NO. AS A MANAGER WITH VARIOUS RESPONSIBILITIES IN  
21 THE NETWORK DEPARTMENT FOR THE PAST TEN YEARS, I  
22 HAVE NEVER, NOR HAVE MY IMMEDIATE SUPERVISORS OR  
23 HIGHER LEVEL MANAGERS, EVER PROMOTED, ADVOCATED,  
24 DIRECTED OR CONDONED ANY MISREPRESENTATION OR  
25 FALSIFICATION OF ANY CUSTOMER TROUBLE REPORTS OR

1 TOLERATED ANY ACTIVITIES WHICH WOULD RESULT IN  
2 MISREPORTING OR THE DENIAL OF CUSTOMER OUT-OF-  
3 SERVICE CREDITS. SUCH CONDUCT WOULD BE DIRECTLY  
4 CONTRARY TO SOUTHERN BELL'S EMPHASIS ON CUSTOMER  
5 SERVICE AND ETHICS AND WOULD BE REPREHENSIBLE TO ME  
6 AND, I AM SURE, MY COWORKERS.

7

8 Q. CAN YOU DESCRIBE WHAT IMPACT THIS CONTROVERSY HAS  
9 HAD ON YOUR MORALE AND THAT OF THOSE WITH WHOM YOU  
10 WORK?

11

12 A. YES. THESE PAST TWO YEARS HAVE BEEN THE MOST  
13 TRAUMATIC YEARS I HAVE EXPERIENCED SINCE BEGINNING  
14 MY CAREER WITH THE COMPANY TWENTY-FIVE YEARS AGO.  
15 AS A RESULT OF THE ACTS OF A FEW EMPLOYEES, MY  
16 FELLOW EMPLOYEES AND I HAVE BEEN MALIGNED IN THE  
17 MEDIA WITH ALLEGATIONS THAT SOUTHERN BELL AND ITS  
18 EMPLOYEES HAVE ACTED IMPROPERLY. THESE ALLEGATIONS  
19 HAVE ACCUSED ALL OF US OF INAPPROPRIATE BEHAVIOR.  
20 THIS IS ABSOLUTELY UNTRUE AND UNFAIR TO THE VAST  
21 MAJORITY OF SOUTHERN BELL EMPLOYEES WHO WORK  
22 DILIGENTLY EACH DAY TO PROVIDE OUR CUSTOMERS WITH  
23 THE BEST SERVICE POSSIBLE.

24

25 MANAGERS IN THE IMC WHO SEEK TO PROVIDE EXCELLENT

1 CUSTOMER SERVICE ARE FEARFUL OF BEING DISCIPLINED  
2 FOR MAKING AN HONEST MISTAKE. THIS HAS AFFECTED  
3 OUR PRODUCTIVITY.

4

5 IT WILL TAKE A LONG TIME TO REPAIR THE MORALE OF  
6 EMPLOYEES WHO HAVE BEEN WRONGFULLY DISPARAGED.

7

8 Q. PLEASE SUMMARIZE YOUR TESTIMONY.

9

10 A. MY TESTIMONY HAS FOCUSED ON BASIC OPERATIONAL  
11 ISSUES AND HOW THEY AFFECT CUSTOMER TROUBLE REPORT  
12 HANDLING. I HAVE DESCRIBED A DYNAMIC AND COMPLEX  
13 PROCESS BY WHICH THE COMPANY ACCEPTS, PROCESSES,  
14 AND CORRECTS THE NETWORK PROBLEMS EXPERIENCED BY  
15 OUR CUSTOMERS. I HAVE ALSO DESCRIBED THE CONTROLS  
16 UTILIZED IN THE IMC. THE REVIEW PROCESS UTILIZED  
17 IN THE IMC IDENTIFIED POTENTIAL PROBLEMS WITH THE  
18 TROUBLE HANDLING PROCESS. OTHER THAN THE NORTH  
19 DADE AND GAINESVILLE IMCS, I HAVE NO KNOWLEDGE OF  
20 ANY INTENTIONAL ACTS WHICH WOULD AFFECT THE TROUBLE  
21 REPAIR OR REBATE PROCESS. HAVING BEEN IN A STAFF  
22 CAPACITY AS WELL AS FIELD OPERATIONS, I HAVE NEVER  
23 FELT PRESSURE FROM ANYONE TO FALSIFY CUSTOMER  
24 REPORTS. I AM EMBARRASSED AND PERSONALLY OFFENDED  
25 BY ALL OF THE ADVERSE PUBLICITY AND ACCUSATIONS

1 DIRECTED TOWARD MY COMPANY. I DON'T KNOW WHY THE  
2 TWO MANAGERS IN NORTH DADE AND THE UNIDENTIFIED  
3 PERSONNEL IN GAINESVILLE FELT COMPELLED TO FALSIFY  
4 REPORTS; HOWEVER, I CAN ASSURE YOU THAT THIS IS NOT  
5 REFLECTIVE OF THE FINE SOUTHERN BELL EMPLOYEES WHO  
6 PROVIDE QUALITY CUSTOMER SERVICE.

7

8 Q. DOES THIS CONCLUDE YOUR TESTIMONY?

9

10 A. YES.

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