

# **Toll Service**

**SOUTHERN BELL TELEPHONE AND TELEGRAPH COMPANY**

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OVERLAPPING

This is a "Learning Guide".

The aim of this Guide is to teach you OVERLAPPING TECHNIQUES to be used in Operating.

What about your instructor?

The Learning Guide itself is your "instructor".

You will notice in some cases questions are asked and the answer follows; however, if the answer is not shown, write it on

note paper. When you have completed the page, turn to the next page and check your answers.

On completion of the guide, your service assistant will expect you to be able to use and apply what you have learned.

If you have a question, write it down so that you can ask the service assistant about it later.

## OVERLAPPING

Lets define effective overlapping.

Effective overlapping involves the skillful handling of two or more operations simultaneously and the use of periods of waiting to perform advance work.

What are the advantages of effective overlapping?

1. Makes the job easier, eliminates fatigue

and lost motion.

2. Results in economy of time and effort to the customer and the operator.
3. Creates a feeling of accomplishment and satisfaction in the operator for a job well done.

What is the first step in providing good customer service?

A PROMPT ANSWER

This is a very important step-----WHY?

1. In all probability, the call is an important one to the customer or else he would not be making it.
2. Then, there are emergency calls relating to such matters as serious accidents, illness or death. Incidents requiring the aid of ambulance or life saving service, police, fire department, doctor, militia and military.
3. The customer pays for and expects good service; therefore, it is our responsibility to provide it.

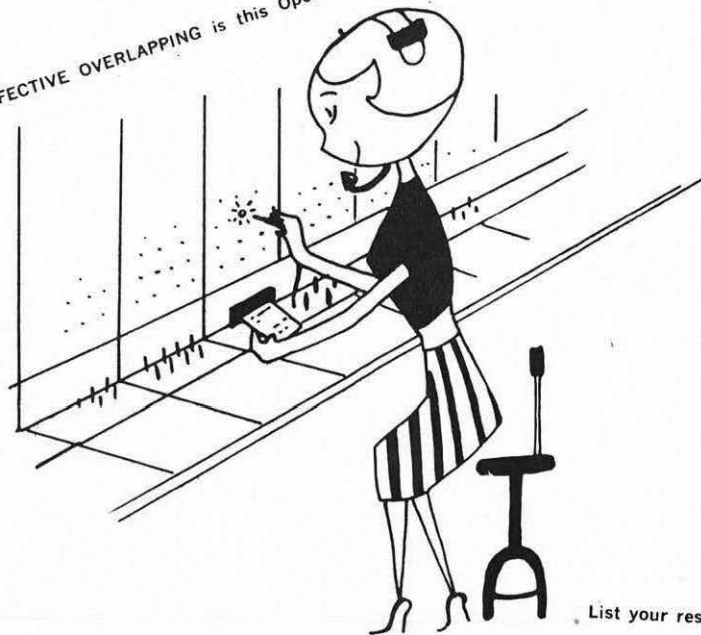
THE CUSTOMER --

HE is not dependent upon me -- I am dependent upon HIM.

HE is not an interruption of my work -- HE is the purpose  
of it.

I am not doing HIM a favor by serving HIM -- HE is doing  
me a favor by giving me the opportunity to serve HIM.

What steps of EFFECTIVE OVERLAPPING is this Operator performing?

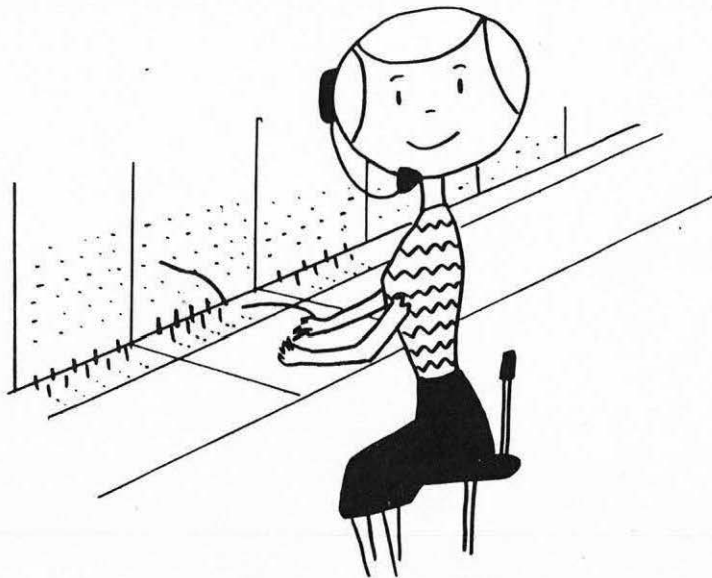


List your responses.

1. Signals are waiting, the operator is answering a signal before seating herself.
2. At the same time, she takes a few tickets from the bin and starts recording the customer's request.

Do you practice this? If not, I'm sure you will want to begin.

Being a PROFICIENT Operator, I ALWAYS pick up  
and hold the associated completing cord after answering  
a signal, transferring it to the other hand if necessary.



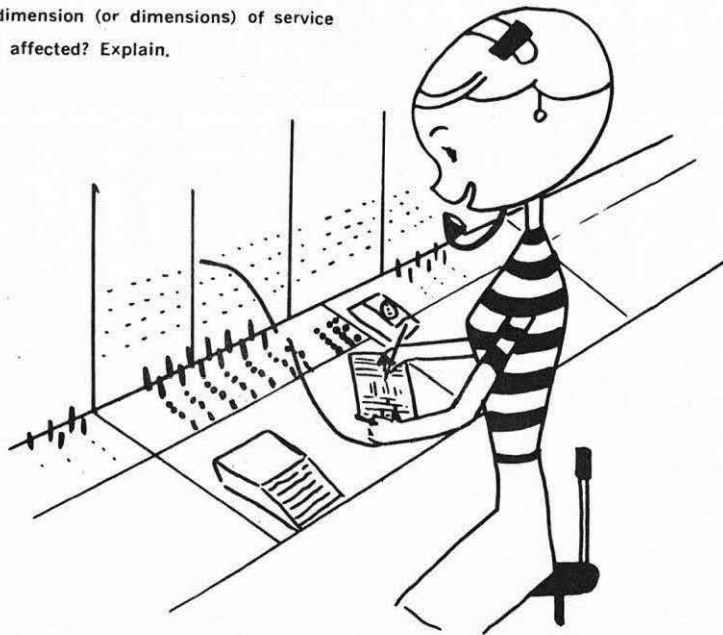
How does picking up the front cord in readiness to advance the call really affect the customer's service?

What dimension of service is affected by this overlapping step?

The Operator is able to advance the call promptly  
and speedily.

Speed.

The Operator MARKS the digits as they are being received. What do we call this? What dimension (or dimensions) of service will be affected? Explain.



Marking in sequence.

Accuracy, speed and courtesy.

If the operator marks digits quickly and in sequence as they are being received, there is little opportunity for inaccuracies, including omissions.

Marking in sequence eliminates unnecessary questioning which results in high speeds and irritated customers.

Marking in sequence does affect accuracy and speed.

Does it affect cost? YES!

High speeds and inaccuracies run up cost--wastes operator time, decreasing her call carrying efficiency.

Inaccuracies result in poor billing. In many cases, a customer is billed for a call he did not make or is billed incorrectly for one he made.

Investigating ticket errors is very expensive to Traffic and Commercial. Many errors cannot be corrected and the loss of revenue runs high.

What can YOU do about this?

Concentrate on what the customer is saying. Mark quickly and accurately in sequence as the customer gives details.

PRACTICE! PRACTICE! PRACTICE! Concentrating and marking in sequence until it becomes a fixed habit.

What **OVERLAPPING STEPS** is the Operator  
putting to use here?



Why does the Operator **PLACE** the ticket  
near the keyset?

While moving toward the tandem trunk with one hand, the operator places the ticket near the keyset with the other hand in readiness for keying.

The operator places the ticket near the keyset to insure accuracy and speed in keying.

Can you figure this one out? It's an easy one.



Write down the **OVERLAPPING** opportunity  
that you see here.

Your answer should be something like this - - - The operator requests the calling number while keying the last two digits of the called number.

If the calling party gives his number before you ask for it, what action do you take?

Mark the number if you can without delaying the call. Otherwise, advance the call before marking the calling number. Then as you are keying the last two digits of the calling number, say "May I have your number again please?".

What is the **FIRST STEP** in providing  
**GOOD CUSTOMER SERVICE?**



Study this  
Operator at work  
for a moment —  
Then describe  
what is taking place.

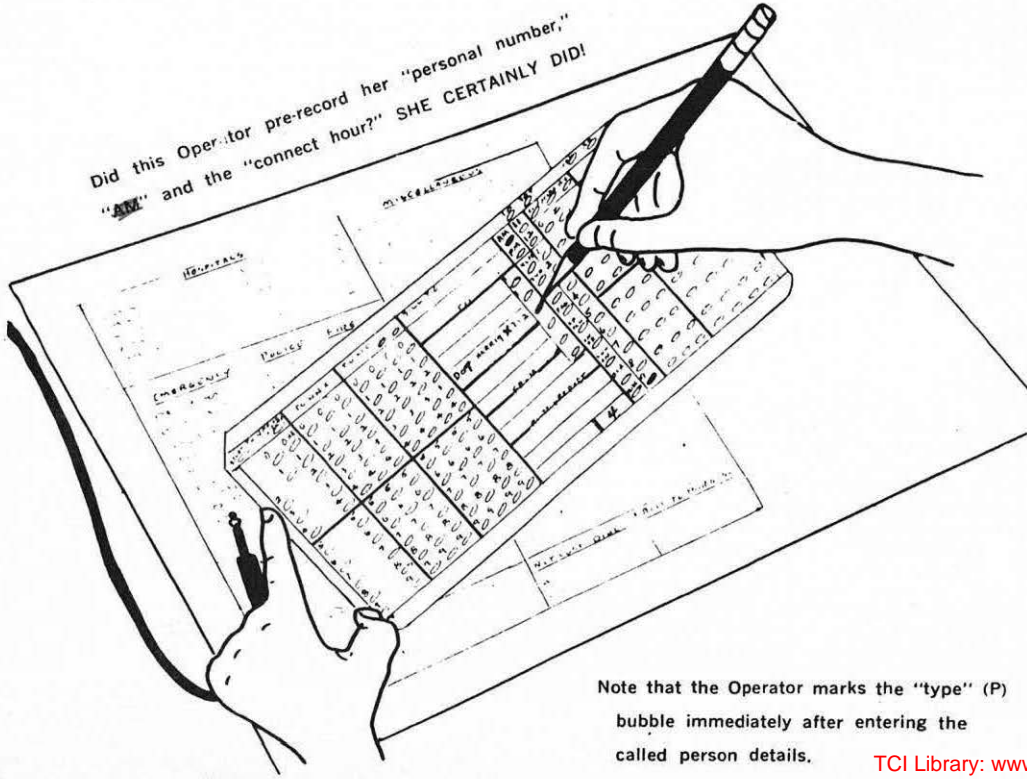
A prompt answer.

The operator plugs into a waiting signal while stamping the start of conversation on the previous call. How can this be accomplished?

Skillful use of both hands as opportunity permits.

Handling the equipment required for answering and advancement of calls in such a manner that the operations involved are so expertly coordinated that they follow one another smoothly and rhythmically is essential to effective overlapping.

Did this Operator pre-record her "personal number,"  
"AM" and the "connect hour?" SHE CERTAINLY DID!

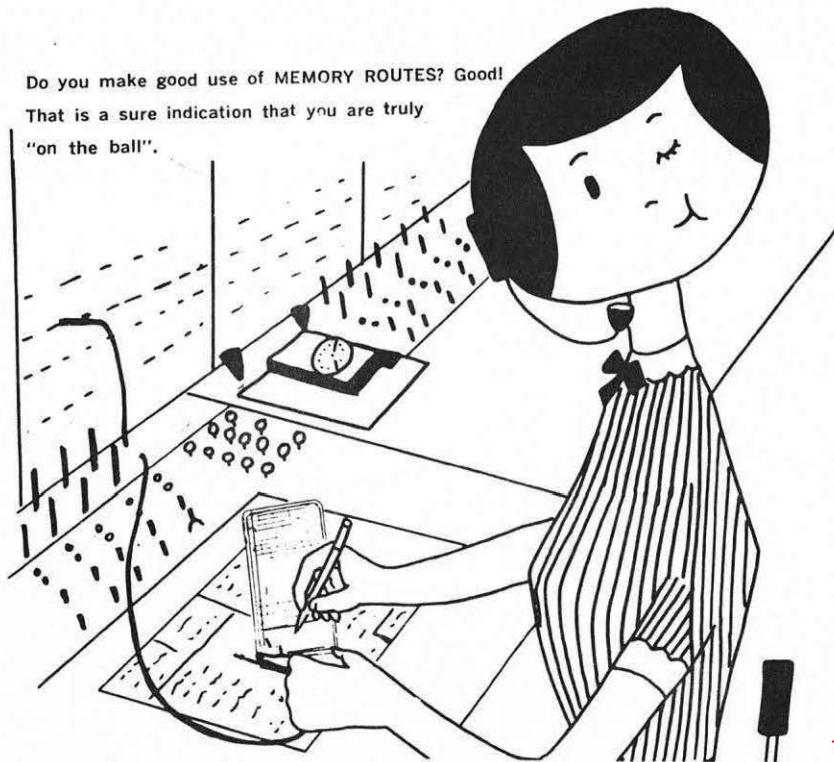


Note that the Operator marks the "type" (P)  
bubble immediately after entering the  
called person details.

Lets take another case. Assume that the customer said, "Operator, I want to place a person call". When would you mark the "P" bubble? Immediately and usually prior to entering the called person details.

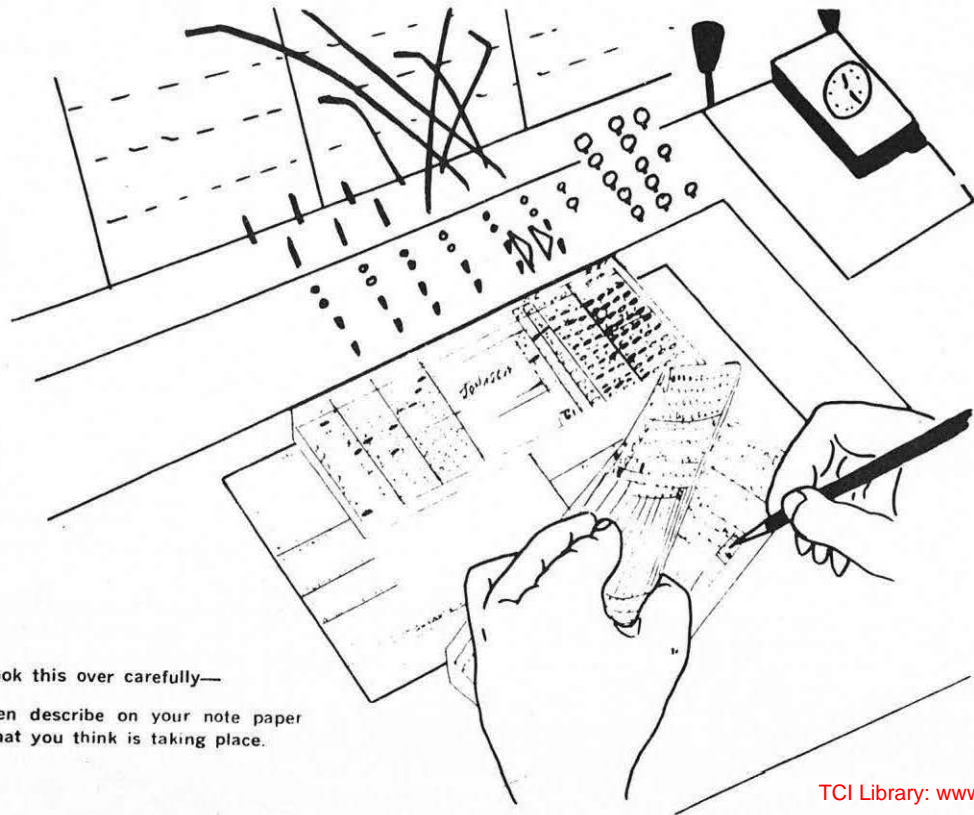
When required, at what point of the call would you mark the type bubble (for example, ADN, Col., NCPD, CNPD, etc.)? Either should be marked as an overlap operation to the maximum extent practicable while the customer gives them, if possible, and before advancing the call.

Do you make good use of MEMORY ROUTES? Good!  
That is a sure indication that you are truly  
"on the ball".



If you do not use memory routes, ask your service assistant  
to give you a list of frequently called places and their routes.

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Look this over carefully—  
Then describe on your note paper  
what you think is taking place.

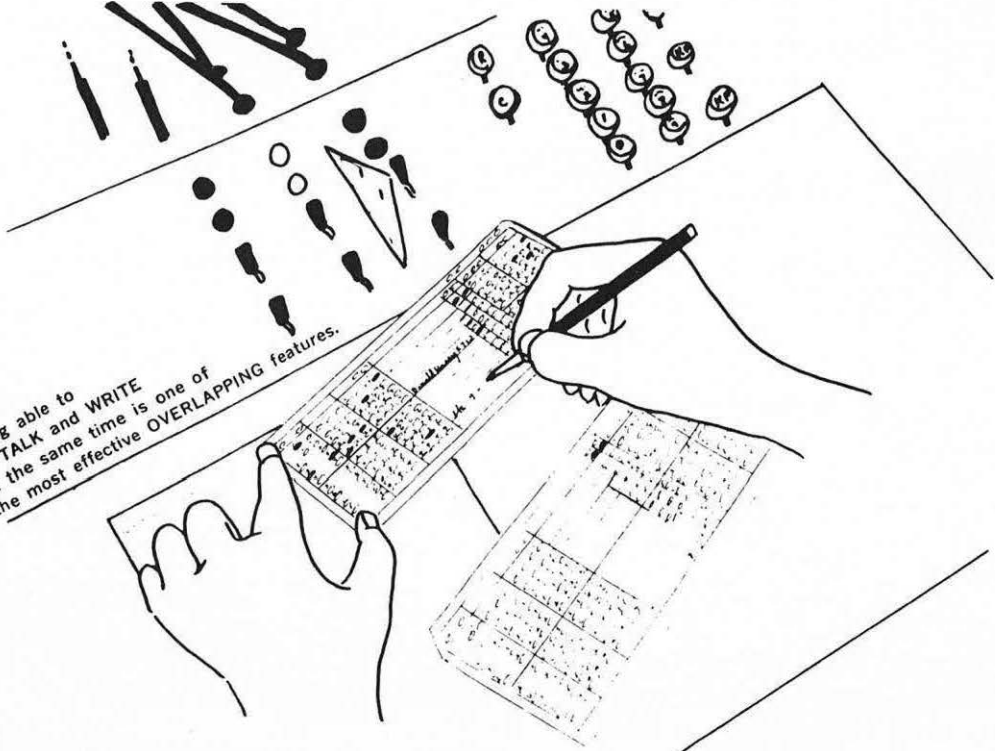
Is this what you figured out?

While waiting for the called number to answer on a person call, or while announcing the call, the operator is pre-recording her "personal number", "~~PM~~" and the "connect hour" on about three tickets.

It is very important to use waiting periods during the completion of (and between) calls to:

1. Pre-record your "personal number", "~~AM~~ or "PM" and "connect hour" on about three tickets.
2. Catch up on details pertaining to the call being worked on, or to one requiring additional attention.
3. Keep tickets, clips and other equipment in a neat orderly arrangement.

Agreed? Good!



Being able to  
TALK and WRITE  
at the same time is one of  
the most effective OVERLAPPING features.

Do you find it difficult to skillfully perform these steps?

How can you develop your skills in this essential phase of "OVERLAPPING"?

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List your answers.

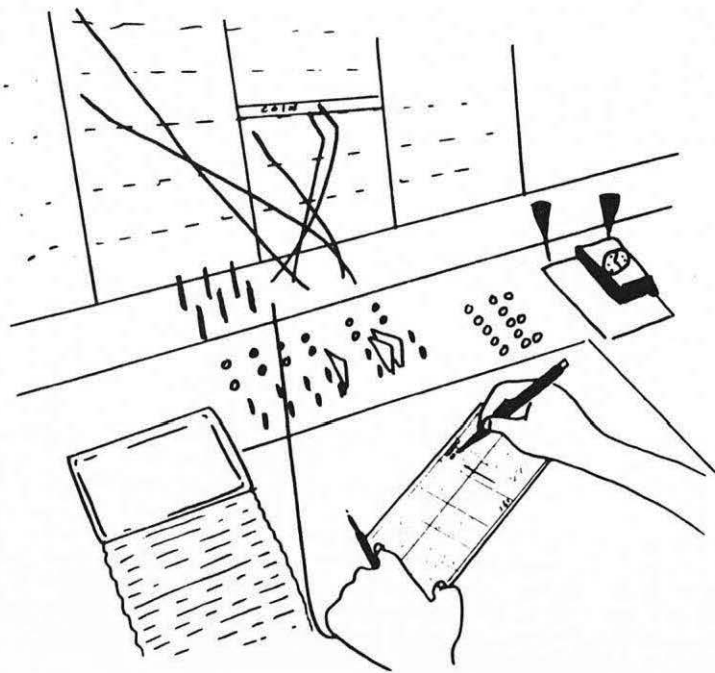
Some operators find it difficult to talk and write at the same time.

You can develop your skills in performing these overlapping steps --

-- through practice and concentrating on it until  
it becomes a fixed habit.

-- critique your performance (being very critical) in  
this area until you are highly proficient in per-  
forming it.

If at first you don't succeed, try and try again. Keep trying  
until you DO succeed.



What OVERLAPPING STEPS are performed IMMEDIATELY upon answering a Coin Signal?

When do you mark the "CNPD" bubble? List the steps.

These steps are performed simultaneously --

-- pick up the front cord

-- mark the "coin" bubble

~~-- attach a "cord clip" to the back cord~~

When do you enter the "class period" and "rate step"?



When do you secure  
the amount of the deposit  
from the Charge Tables?

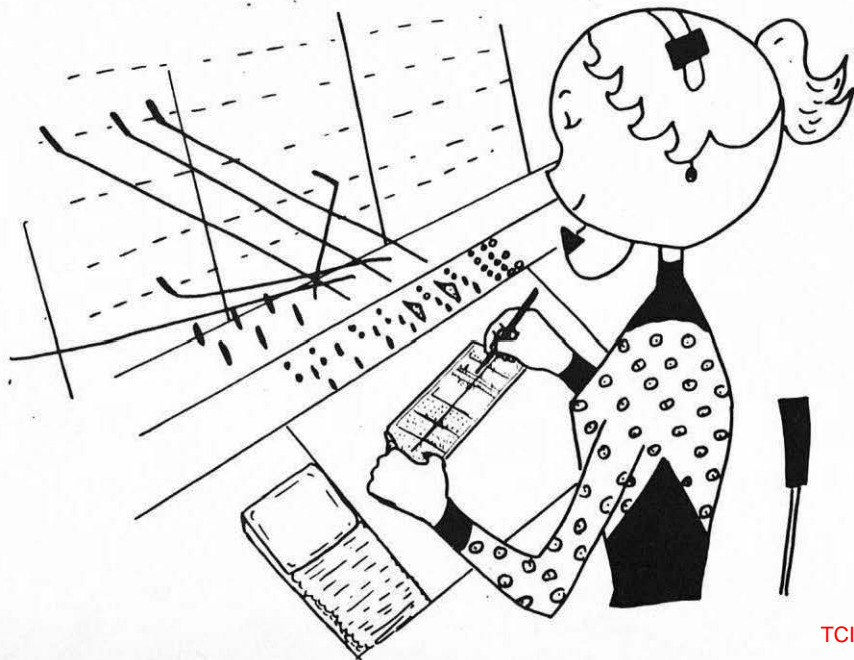
Just prior to advancing the call.

*Mark CNPD when you learn cust is going to pay.*

Before advancing and securing the calling number, the operator should refer to the multi-leaf bulletin for the deposit.

After requesting the deposit the coins are entered on the back of the ticket in the report space, ~~and then mark the "CNPD" bubble.~~

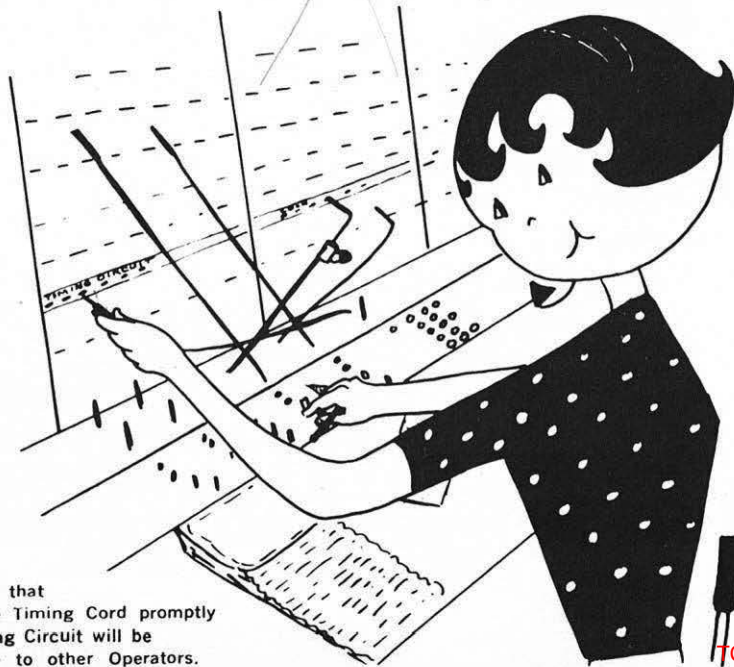
When the Calling Number is not required,  
the Operator marks "From NNX" shown on the designation strip.  
List the type calls on which the Calling Number is not required.



*Credit card, special collect*

1. ~~Coin originated, not coin paid (Col., etc.)~~
2. ~~Calls Charged to a 3rd Number originating from numbers other than hotels, motels and other similar establishments.~~
3. Credit Card Calls except those originating at hotels, motels and other similar establishments.

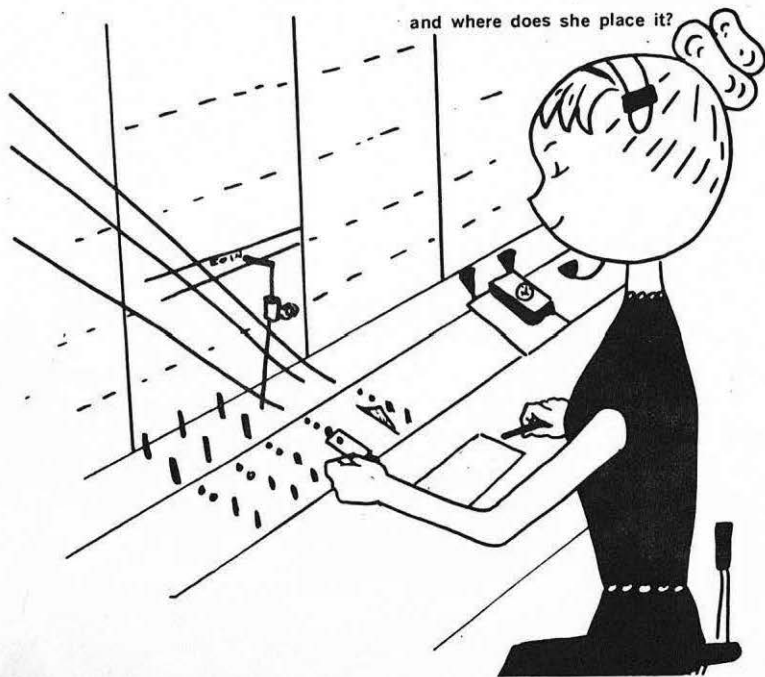
Notice that I cut in to notify on a Coin Box Call  
at the same time that I release the Timing Cord.



It is IMPORTANT that  
I release the Timing Cord promptly  
so that the Timing Circuit will be  
available to other Operators.

WHAT IS HAPPENING HERE?

When does the Operator remove the reminder tab  
and where does she place it?

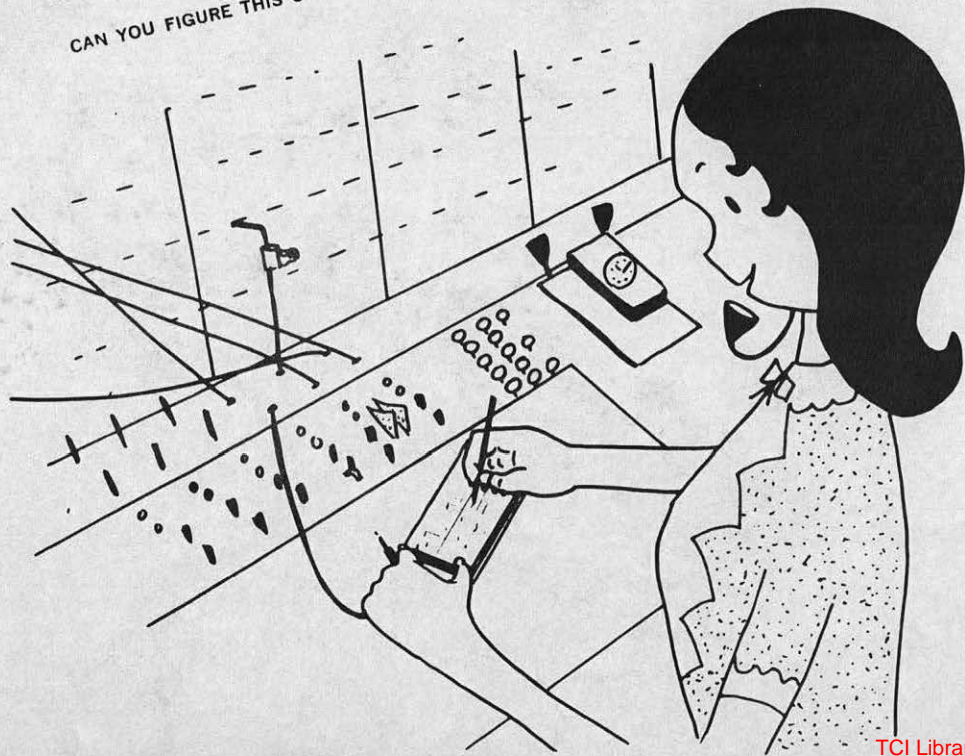


The initial period reminder equipment was not available; therefore, the operator had to use the memorandum tab.

The tab is removed and filed in the scratch while notifying.

Remember---release the timing cord promptly making the timing circuit available for other calls.

CAN YOU FIGURE THIS ONE OUT?



Pencil Poised -- While waiting for additional information from the customer, hold your pencil poised near the area of the ticket where marking or writing will be required.

Being alert and ready is important to skillful and smooth overlapping techniques.

I always hold my pencil poised near the "Yes" bubble while securing acceptance of the charge on a collect call. Do you? What happens if the Operator fails to mark "Yes"? Is this a costly ticket marking failure? Explain.



If the operator fails to mark "yes", the calling number is billed for the call. As a result, the customer becomes upset and even though he calls the business office and arrangements are made to rebill the call, he loses confidence in our operators' ability to listen and carry out instructions.

This is a very costly matter. First to the customer as it takes time to explain the situation to the business office. Cost to the company runs high. The service representative and the traffic investigator are tied up when they could be using their time more productively on other work needing their attention.

Is this Operator ATTENTIVE to the CUSTOMER'S SERVICE?

What indicates her INTEREST in the  
CUSTOMER'S SERVICE?



She certainly is attentive to the customer's service.

She is advancing toward answering another signal while placing a ticket in the ticket slot.

Are YOU attentive to the customer's service?

Do YOU waste time?

How is YOUR overlapping?

UNDERSTANDING the Bulletin indexing IS IMPORTANT!

Is this Operator using her Bulletin correctly?

In your own words, outline the proper steps involved in using the Bulletin.



The operator IS using the bulletin correctly.

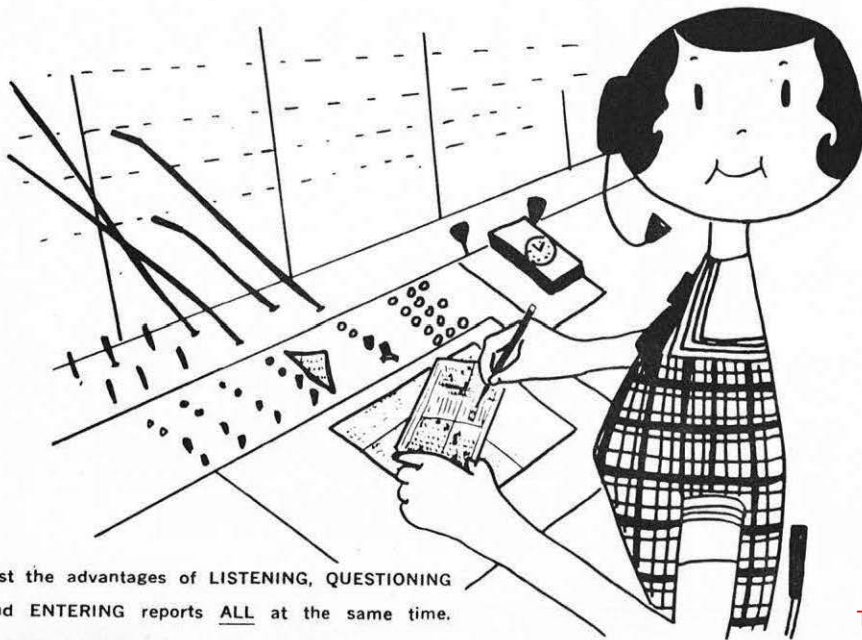
When you finish the guide, ask the service assistant to check your outline.

Points to Keep in Mind:

After securing the required information, close the multi-leaf leaving the tracer in the same location. WHY? It cuts down extra steps and it may be necessary to secure additional information on the call.

In what way does use of the tracer affect the call? Using the tracer insures accuracy and promotes speed.

I find ENTERING REPORTS as they are being received  
another very helpful and effective OVERLAPPING STEP.



List the advantages of LISTENING, QUESTIONING  
and ENTERING reports ALL at the same time.

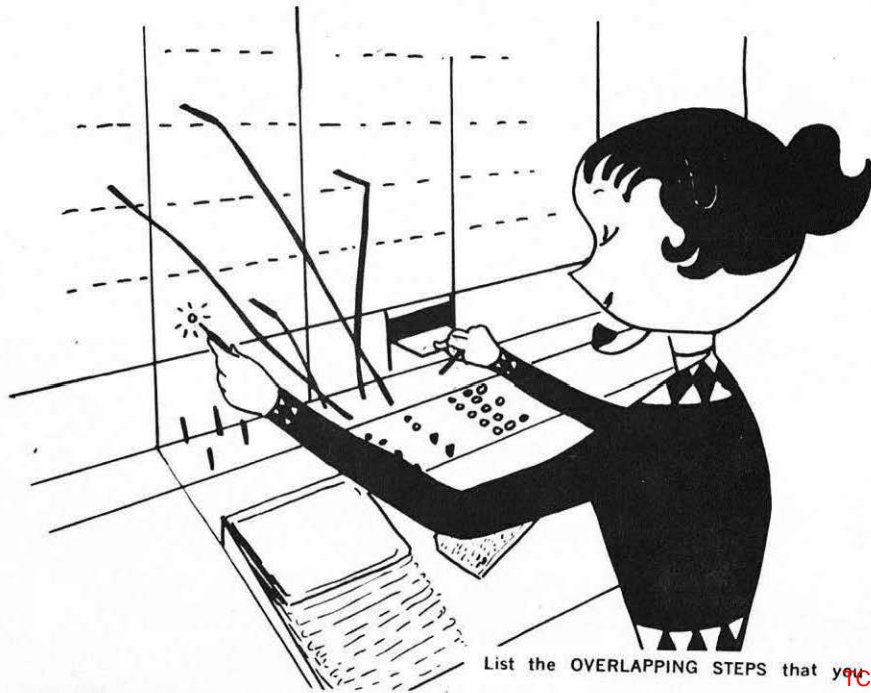
Opportunities for inaccuracies and high speeds are reduced.

By coordinating your work step-by-step, you dispose of the call and the ticket work at the same time.

Skillful coordination of the operating steps not only affects the customer being served but other customers as well.

·HOW? She is immediately ready to answer another call preventing the customer from waiting.

PUBLIC ACCLAIM IS HER AIM — through being attentive —  
meaning, heedful, alert, watchful and mindful of  
the customer's service.



List the OVERLAPPING STEPS that you see here.

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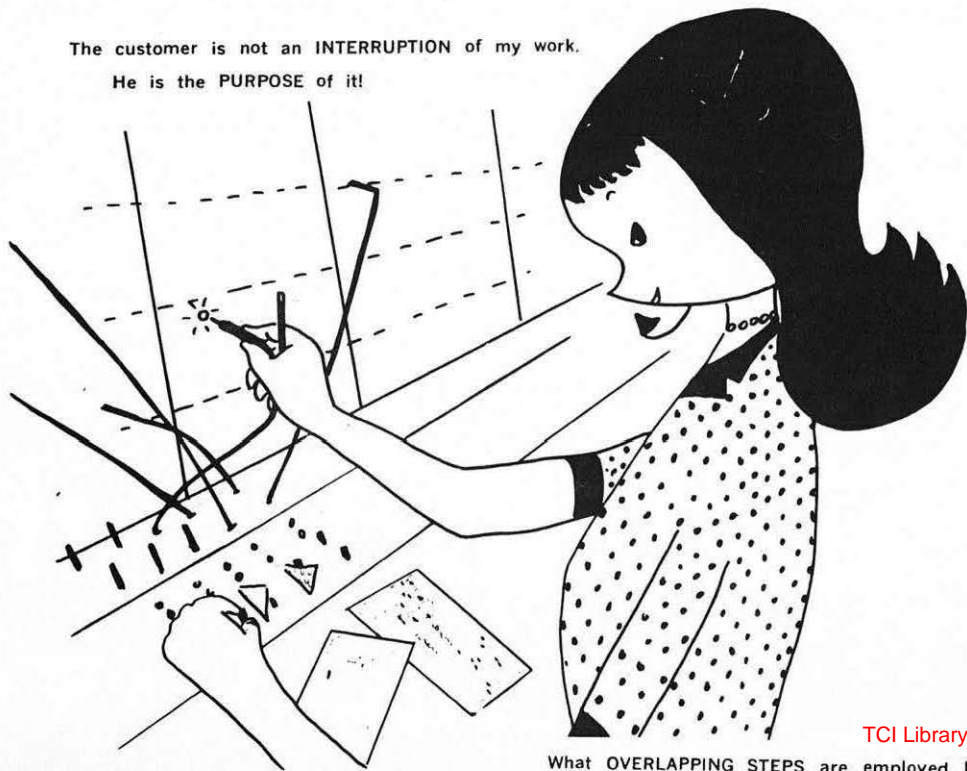
The operator is placing a ticket in the ticket bin while plugging in to answer a signal.

We can be assured that Public Acclaim is her Aim.

In the beginning, we said "Effective Overlapping Creates a Feeling of Accomplishment and Satisfaction in the Operator for a JOB WELL DONE". Agreed?

Very good. Public Acclaim is YOUR aim through a JOB WELL DONE.

The customer is not an INTERRUPTION of my work.  
He is the PURPOSE of it!

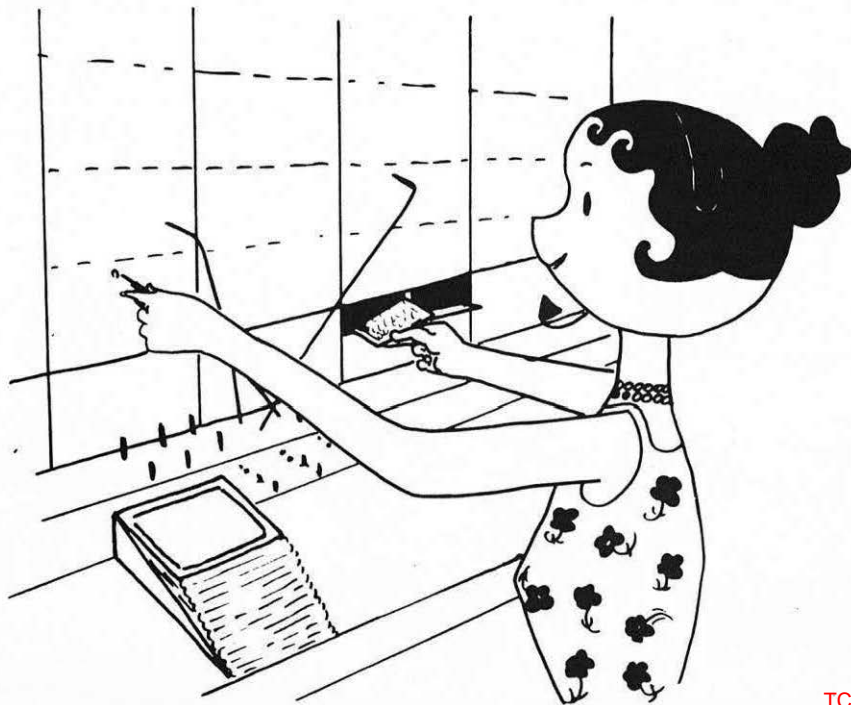


What OVERLAPPING STEPS are employed here?

After releasing a disconnected answering cord, the operator uses it to answer a signal with one hand while operating the associated talking key with the other.

"I'M SORRY I WAS UNABLE TO COMPLETE YOUR CALL."

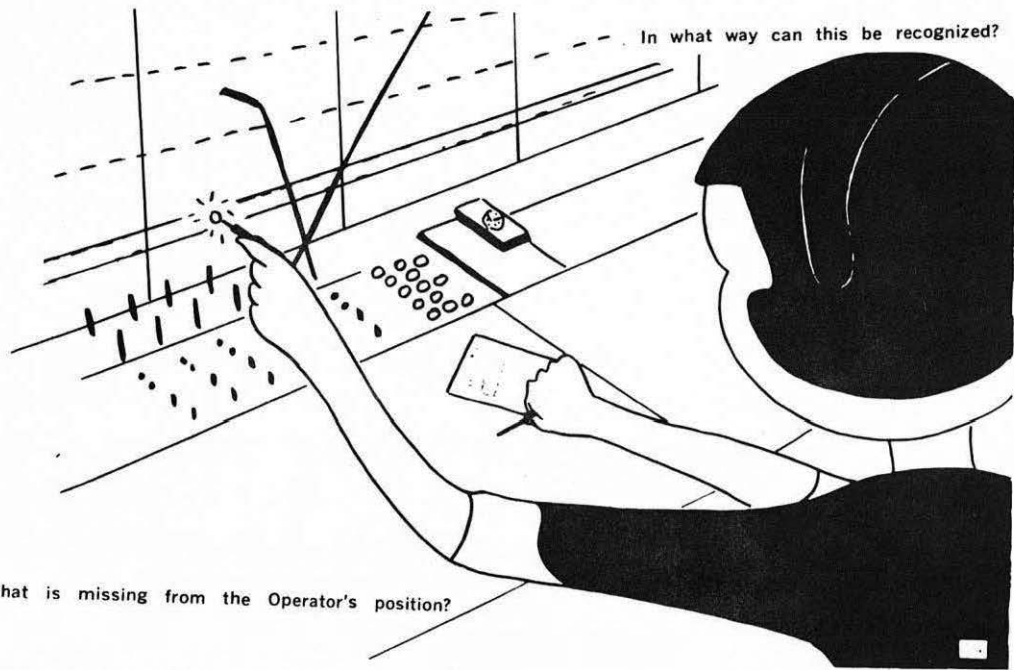
Describe this situation.



Your answer should be something like this ---

--The operator is releasing the completing cord,  
filing a canceled ticket while expressing regret to the calling  
party for being unable to complete his call.

The Operator is displaying INTEREST IN and ATTENTION TO the CUSTOMER'S SERVICE.



In what way can this be recognized?

What is missing from the Operator's position?

The operator is placing the ticket near the calculagraph to await timing a station call. At the same time, she is moving toward a waiting signal with the other hand.

The operator should have a few tickets on her position "pre-recorded" in readiness of the next call.

You have been studying the various overlapping steps. It is important that you understand the purpose and consistently employ all overlapping features in your work.

The various phases of overlapping have pretty well been covered.

Has this study been helpful to you? In what way? List your answer.

To make sure that you have a clear understanding of the purpose of effective overlapping ---

1. Define the meaning of Effective Overlapping.
2. What are the advantages of Effective Overlapping?
3. What will the customer's reaction be to Effective Overlapping?

Your service assistant will be interested in your replies to the above.

If you are not sure of what you have studied, start over and re-read the portion or portions necessary to complete your training and understanding of Effective Overlapping.

When you return to the board, develop your overlapping skills by putting into practice what you have learned in this guide.

Keep in mind that "effective overlapping" is an integral part of your work.

Success in this important phase of your work will be evident through your overall job performance.

Your service assistant will be observing your overlapping performance from time to time.

Notify the service assistant that you have completed the guide.

