

**Letter of Agreement  
Contact Centre Remote Monitoring**



1. There will be a Remote Monitoring Program which applies to the following front-line employees:
  - Front-line Business Service Representatives, Consumer Service Representatives, Helpdesk Representatives, Operators, and Telesales Representativeswho have phone contact with external customers in the following queues (regardless of language):
  - Residential Inbound (including TV, Fibre Op and Retention), Accounts Receivable Management Inbound and Outbound, Telesales, Small Business Inbound, Directory Assistance, Toll and Ancillary Services, and External Enterprise Customer Queues
2. The Remote Call Monitoring Program will consist of a set number of customer calls being recorded, and then reviewed and scored by a Quality Assurance Representative (QAR), with the results being used for the purposes set out in this Agreement.
3. The Remote Call Monitoring Program will be implemented for the Consumer Service Representative queues before being implemented for any other classification.
4. The Remote Call Monitoring Program will be put through a trial run of three months, after which any problems or issues will be reviewed with the CIF before the Program is finalized. This three (3) month trial will be completed before the introductory period (described below) can begin for any queue.
5. **Use of Remote Call Monitoring Program results:**
  - i. For an introductory period (defined further below,) call monitoring results will be used solely for the purposes of employee coaching by the manager. Following the introductory period, call monitoring results will be integrated into the employee performance management process.
  - ii. The introductory period will be 24 months for each queue, beginning with the first use of the program in that queue.
  - iii. If the Council agrees, the introductory period may be reduced to 18 months for any or all queues.

- iv. The introductory period does not begin until after the three month trial period mentioned above has passed.
- v. For greater certainty, even during the introductory period, the parties agree that call monitoring results may be used for employee discipline in the circumstances outlined in Article 29.02 of the Collective Agreement.

**6. Remote Call Monitoring Program details:**

- i. The Remote Call Monitoring Program will monitor up to 10 calls per month for each employee in the program.
- ii. Monitored calls will consist of customer interaction calls, and will not include personal calls or calls made on the employee's secondary line.
- iii. Monitored calls will be scored by a Quality Assurance Representative by measuring against scoring criteria. The results will be given to the employee's direct manager.
- iv. The manager will review the call scores with the employee within two weeks from the date of the call, including listening to the actual recorded calls (where technology permits.)
- v. Where an employee wishes to review a specific call for development purposes, the employee will identify the call details to the manager, and both will listen to the call and discuss (where technology permits.)
- vi. A manager and employee may also review a recorded call together in response to a customer complaint, for the purposes of reviewing what happened on the call (where technology permits.)
- vii. Where an employee disputes the results of the call scoring, the employee can appeal the score to the Remote Call Monitoring manager, who will have the final say in determining the score. The details of the Appeal Process will be determined by the appropriate Joint Union-Management Committee.

**7. Joint Union-Management Committees:**

- i. There will be 2 Joint Union-Management Committees struck to deal with Remote Call Monitoring Program issues. One committee will deal with the Program for Business Service Representatives,

Consumer Service Representatives, Operators, and Telesales Representatives, and one committee will deal with the Program for Helpdesk Representatives.

- ii. Each Committee will consist of 4 members, who are expected to serve 2 year terms on the Committee:
  - one permanent member from the Company
  - one permanent member from the Council
  - one position from the Council which may rotate depending on the classification being considered; and
  - one position from the Company which may rotate depending on the classification being considered.
- iii. Each Committee will be co-chaired by one union member and one manager. The full committee must be present for there to be quorum. The committee will meet as required.
- iv. The Joint-Union Management Committees will:
  - a. Develop specific scoring criteria for calls, which will include assessment of product & service knowledge, rapport with customer, Max+ usage, sales, and optimization of the customer.
  - b. Develop sampling criteria (day of the week, time of day)
  - c. Develop feedback criteria (duration between monitoring and feedback)
  - d. Develop other details of the Remote Call Monitoring Program as required (subject to the details agreed to in this Letter of Agreement.)
- v. Committee members will not participate in the three-month trial of the Program.
- vi. Where necessary to understand the issues involved with the Program, the Committee may consult with a technical specialist.

#### **8. Quality Assurance Representatives (QARs):**

- i. The QAR team will have a core of regular members, to be supplemented by other employees through temporary assignments.
- ii. Temporary QAR assignments will last from 24 to 39 weeks.
- iii. Only employees in the Scotia Square contact centre will be eligible for temporary QAR assignments.

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- iv. Temporary QAR assignments will be given on a rotational basis, to all eligible employees who express an interest, on the basis of seniority. Employees will not re-enter the rotation for QAR assignments until every interested eligible employee has had a QAR assignment, regardless of seniority.
  - v. All QARs, whether permanent or temporary, will be subject to the highest standards of confidentiality and privacy.
  - vi. Calibration sessions will be held regularly to ensure a consistent approach to scoring calls, including both permanent and temporary QARs.
9. After the three (3) month trial period has passed and the program has been approved by the CIF, the Program will be reviewed annually by the Company. There will be a report of the review when Business Plans are rolled out, and the report will be reviewed through CIF.
10. This Letter of Agreement replaces the previous Letter of Agreement, Contact Centre Service Monitoring as Appendix K to the Collective Agreement, as referenced in Article 29.02 of the Collective Agreement.