



FOUNDATION FOR RURAL  
EDUCATION AND DEVELOPMENT

January 8, 2010

Dear Small Telco Executive:

The Foundation for Rural Education and Development (FRED) and the Organization for the Promotion and Advancement of Small Telecommunications Companies (OPASTCO) are conducting the 22nd annual Compensation and Benefits Survey of jobs in smaller telecommunications organizations. Dr. Robert Mathis of the University of Nebraska at Omaha, again will be the lead researcher for the survey. FRED will be providing administrative support and order coordination for the survey again this year.

The first part of the summary report covers compensation information on 72 jobs divided into the following five categories: a) Executive, b) Marketing and Customer Service, c) Administrative and Accounting, d) Information Systems, Network and Technology and e) Operations. The following new jobs have been added: Network Operations Center (NOC) Supervisor, Central Office Engineer and Cable Locator.

The last part of the report includes information on such Benefits areas as the following: health insurance, life insurance, disability plans, retirement plans, sick leave, paid time off, vacation practices, incentive plans, and more.

Again this year, OPASTCO members and companies participating in the survey will receive a price differential when purchasing the survey. The survey report may be ordered from the FRED office using the enclosed forms or through the FRED website. It is anticipated that the report will be mailed by the FRED office in late June 2010. Please DO NOT send a check when you return this survey questionnaire.

Proceeds from the Small Telecommunications Compensation & Benefits Survey will be received by the Foundation for Rural Education and Development (FRED).

All survey questionnaire responses will be treated in a confidential manner. Company identification through a code number will be used on every survey returned, and the company information page in the enclosed survey response packets will be separated after the data sheets have been returned. Only summary information will be provided in the final reports.

Questionnaires are also available on the FRED website at [www.fred.org/publications.html](http://www.fred.org/publications.html). *Click on 2010 Compensation and Benefits Survey Questionnaire*. Companies are encouraged to complete the survey electronically, but **questionnaires can be returned by mail, e-mail or fax**. Please return your completed questionnaire by **Friday, February 26, 2010** to:

Natalie Rademacher  
4655 South 174th Avenue  
Omaha, NE 68135  
NatalieR@tconl.com  
(402) 861-0774 (fax)

If you have questions regarding the survey, contact Natalie Rademacher at (402) 861-0786 or Melissa Korzuch at (202) 659-5990. Thank you in advance for your participation.

Sincerely yours,

Dr. Robert L. Mathis

Dr. Robert L. Mathis, SPHR  
FRED Board Member

---

2020 K Street NW - 7th Floor - Washington, DC 20006  
Phone: 202/659-5990 - Fax: 202/659-4619  
[www.fred.org](http://www.fred.org)

**2010 Small Telecommunications Compensation & Benefits Survey  
Sponsored by Foundation for Rural Education and Development (FRED)**

**GENERAL QUESTIONNAIRE INSTRUCTIONS**

**Please complete and return this survey via mail or fax by February 26, 2010 to: Natalie Rademacher, 4655 South 174th Ave., Omaha, NE 68135, 402-861-0774 (fax).** Please keep a copy of your completed questionnaire to aid in completing future questionnaires or in the event that questions arise as your responses are tabulated. The respondent packet that you will be returning consists of the following items:

1. Company Information (which includes Respondent Information, Survey Order Form, and Pay Practice Information)
2. Executive Pay Data Input Form for Jobs 1-8
3. Pay Data Input Form for Jobs 9-72
4. Benefits Information (Health Insurance, Retirement Benefits, Paid Time Off, Incentive Plans, Education/Tuition Assistance)

Please complete the questions in all four of the sections listed above.

If you have any questions regarding this survey, you may contact Natalie Rademacher at 402-861-0786.

Instructions for the Data Input forms are provided below.

**INSTRUCTIONS FOR EXECUTIVE JOB DATA INPUT FORM (Jobs 1-8)**

The executive jobs described in the first eight (8) jobs are selected from among those that are normally found in many telecommunications organizations. Each job has been numbered and a brief description given for that job to aid you in determining if your organization has a comparable job. Do not match based on titles, but on the content of the description. Do not match your job to more than one survey title. Match the survey job that best describes your position.

**Enter information for each of the following:**

**Executive Compensation:**

1. **Your Job Title:** Please enter the title for your matching job.
2. **Job Responsibilities:** Mark the circle that applies whether your job has (1) less responsibilities, (2) equivalent responsibilities, or (3) more responsibilities than the enclosed description. To be equivalent, your job should have at least an 80% match of duties and level of responsibilities.
3. **Position reports to:** Enter the title of the position to which your matching position reports.
4. **Annual Salary:** Enter the current annual salary of the employee.
5. **Most recent annual bonus/incentive amount:** Enter most recent annual bonus/incentive amount.
6. **If no bonus:** If executive did not receive a bonus for the most recent fiscal year, mark Yes if employee was eligible to receive a bonus, mark No if executive was not eligible to receive a bonus.

**Board Membership/Fees:**

7. **Board Member:** Mark Yes if the executive is a member of the Board of Directors.

8. **Directors fees paid per month:** If employee/director received compensation on monthly basis in addition to base pay, enter the amount.

9. **Director fees paid per meeting:** If employee/director receives compensation for each board meeting, enter fees paid per meeting.

10. **Total Director Fees:** Enter total Director compensation the executive is expected to earn during 2010. Include monthly fees, meeting fees, and other cash compensation paid to employee directors.

**Benefits Provided - Executive Jobs:**

11. **Company Pension:** Mark Yes if covered by a company sponsored pension retirement program, mark No if not covered.

12. **Supplemental Retirement:** Mark Yes if covered by a supplemental retirement annuity in addition to that provided under a retirement program to all employees, mark No if not covered.

13. **Dental insurance:** Mark Yes if receiving dental insurance coverage, mark No if not receiving.

14. **Medical Insurance:** Mark Yes if receiving medical insurance coverage, mark No if not receiving.

15. **Supplemental Executive Medical:** Mark Yes if receiving supplemental executive medical insurance, beyond that available to all employees, mark No if not covered.

16. **Life insurance:** Mark Yes if receiving life insurance coverage, mark No if not receiving.

17. **Supplemental Executive Life Insurance:** Mark Yes if covered by a supplemental life insurance policy, in addition to that available to all employees, mark No if not covered.

18. **Long-Term Disability:** Mark Yes if covered by a long term disability insurance program, mark No if not covered.

19. **Paid Club Membership:** Mark Yes if receiving paid country club or other club memberships, mark No if not receiving.

20. **Company Car or Car Allowance:** Mark Yes if executive is either provided a company vehicle or a vehicle allowance, mark No if neither is provided.

## INSTRUCTIONS FOR PAY DATA INPUT FORM FOR JOBS 9-72

The jobs described on the following pages are selected from among those that are normally found in many telecommunications organizations. Each job has been numbered and a brief description given for that job to aid you in determining if your organization has a comparable job. Do not match on the basis of titles, but on the content of the description. Do not match your job to more than one survey title. Match the survey job that best describes your position.

Some companies may have some jobs that are not covered in the survey. Please report only information on those jobs covered by the survey descriptions.

### **Survey data should be entered as follows:**

- 1. Job title:** Please include the title of your matching job.
- 2. Number of Employees in Job:** Enter how many employees are in each job you match.
- 3. Job Responsibilities:** Mark the circle that applies whether your match has (1) less responsibilities, (2) equivalent responsibilities, or (3) more responsibilities than the enclosed description. To be equivalent, your job should have at least an 80% match of duties and level of responsibilities.
- 4. Salaried or Hourly:** Mark Salaried if employee is salaried and does not receive overtime if more than 40 hours are worked in a week (exempt employee). Mark Hourly if employee is paid on an hourly basis and is eligible for overtime over 40 hours (non-exempt employees).
- 5. Pay Data Provided:** Pay data is preferred in hourly rates for hourly employees, and in annual salaries for salaried employees. Mark the circle for each job match mark H if the data you provide is an hourly wage, B if the data is for a two week period, S if data is for semi-monthly, M if data is for a month, and A if data is expressed as an annual figure.  
  
If employee is PART TIME, report an annualized salary (assuming 2080 hours) or an hourly pay rate.
- 6. Average Base Pay:** Enter average base pay rate of all employees for each job matched, excluding any overtime or bonus incentive payments.

**JOB DESCRIPTIONS - EXECUTIVE (Jobs 1-8)**

**Job 1: President/ General Manager (Chief Operating Officer):** Plans, directs, coordinates, and controls the day to day operations of the company and formulates both short range and long range business plans in accordance with Board of Directors' and company goals. Typically all functional department heads report to this position.

**Job 2: Chairman of the Board/ Chief Executive Officer:** Serves as top executive of the firm, but has subordinates directing the daily operations of the firm. May have served as President/ General Manager but now focuses on Board activities and planning issues. (Do not report pay data for this job if the incumbent is paid less than the incumbent in Job 1: President/ General Manager).

**Job 3: Vice President/ Director of Operations:** Directs all plant, construction, installation, repair and maintenance activities. Usually has subordinate managers, supervisors, and/or others guiding the actual performance of the work.

**Job 4: Vice President of Finance/ Chief Financial Officer:** Directs the accounting and financial activities of the organization. Serves as Chief Financial Officer. Position may have subordinate supervisors reporting to it. Reports to General Manager/President. Often has accounting degree and may have a CPA.

**Job 5: Vice President/ Director of Administrative Services:** Directs a variety of administrative services, including customer service, human resources, office services, and other administrative support functions. Often has subordinate customer service and human resource managers or supervisors reporting to this position.

**Job 6: Director of Engineering:** Determines and specifies equipment needed for central office network engineering upgrades and/or construction. Manages and coordinates activities of Engineering Department.

**Job 7: Director of Government Relations and Regulatory Affairs:** Directs the governmental and legislative relations activities with appropriate federal and state agencies and commissions. Represents firm on tariff and regulatory issues with governmental entities.

**Job 8: Vice President/Director of Marketing and Sales:** Directs all marketing, business development and community relations activities. Develops marketing plans and objectives, advertising and promotional campaigns. May plan and direct sales activities and manage sales force.

**MARKETING and CUSTOMER SERVICE (Jobs 9 - 19)**

**Job 9: Marketing Manager:** Researches and develops new services and business opportunities. Communicates with customers to create public awareness of services and to generate new business. May also be responsible for community and public relations.

**Job 10: Marketing Representative:** Coordinates development and release of information designed to keep public informed of company services and products. Creates company brochures, advertising layouts, newsletters, and presentations to enhance marketing and public relations efforts. May represent employer at public, social, and business meetings.

**Job 11: Directory Coordinator:** Responsible for preparation of company directories, often through coordination of outside contract providers of directory services. Contacts customers regarding directory listings, rates, and advertising content.

**Job 12: Community/Public Relations and Economic Development Manager:** Serves as coordinator of community and public relations efforts and activities. Plans and manages company events and writes press releases outlining company activities. Encourages local and regional economic development by actively working with local and state officials to bring prospective businesses into the area. Directs activities such as grant writing, research analysis and evaluation of technical information to determine feasibility and economic impact of proposed expansions and developments.

**Job 13: Customer Service Representative:** Receives and processes customer account payments, receives and processes service orders, takes new customer applications, and responds to customer inquiries and complaints. May serve also as cashier.

**Job 14: Senior/Lead Customer Service Representative:** Receives and processes customer account payments, receives and processes service orders, takes new customer applications, and responds to customer inquiries and complaints. Provides guidance and training to Customer Service Representatives as needed. May serve also as cashier.

**Job 15: Customer Service Supervisor:** Directly supervises employees involved with receiving and processing customer account payments, receiving and processing service orders, taking new customer applications, and responding to customer inquiries and complaints.

**Job 16: Customer Service Manager:** Oversees the customer service department(s). While direct supervision of the employees performing the direct customer contact duties may be a portion of the job, typically a subordinate supervisor performs that role. Primary responsibility is to plan, organize, direct, and control activities of the customer service function.

**Job 17: Business System Equipment Sales Representative:** Markets and sells commercial and multi-line phone business systems by calling on prospects and preparing proposals and quotes. Places orders for new equipment, delivers equipment to customer site, and provides additional technical support to customers.

**Job 18: Cellular/Wireless/Internet Sales Representative:** Sells non-regulated, competitive services such as cellular, wireless and/or Internet services to new and existing customers. Prepares product specifications and provides price quotes. Identifies opportunities for sales of related services/equipment.

**Job 19: Sales Engineer:** Assists with facilitation of sales by determining customer requirements, designing networking solutions, and making recommendations to customers for improving services. Assists Sales Department in responding to RFPs by researching potential products and services and by preparing pricing. Presents technical information regarding projects and services to internal staff and customers as needed.

#### **ADMINISTRATIVE and ACCOUNTING (Jobs 20-33)**

**Job 20: Human Resources Manager:** Responsible for development and administration of HR programs and policies, such as employment, wage and salary administration, benefits, records and reports, training, and safety.

**Job 21: Human Resources Representative:** Performs professional-level human resource work relating to hiring, evaluations, salary administration, and terminations. Interprets and implements human resource-related policies. Coordinates training, benefits and employee relations activities. Performs limited HR clerical and secretarial duties.

**Job 22: Human Resources/Benefits Assistant:** Administers group insurance plans and flexible benefit plans. Assists employees with questions regarding benefits. Compiles and maintains personnel files. Provides clerical assistance with various human resource functions which may include the preparation of job descriptions and job postings, placing advertisements, conducting job interviews, checking references, employee orientation, and maintaining personal records.

**Job 23: Accounting Technician:** Performs any combination of accounts payable and accounts receivable duties including: calculating, processing, posting, adjusting, and verifying of account information. May prepare vouchers, invoices, checks, statements, and reports using computer software. May assist with payroll functions.

**Job 24: Accountant:** Records financial transactions, and prepares financial statements and reports. May report to Accounting Supervisor, Accounting Manager, or in small companies, to the General Manager. This position does not have any supervisory responsibility. Incumbent generally has Bachelors degree in Accounting or closely related field.

**Job 25: Revenue Requirements Specialist:** Coordinates preparation of Access Tariff Filings, Cost Separation Studies, Carrier Access Bills, and projects requested by management such as Revenue Requirements and Cash Flow Analyses and Projections.

**Job 26: CABS Coordinator:** Coordinates Carrier Access Billing activities. Prepares Carrier Access Bills for Interexchange carriers. Prepares various reports for telco, government entities and industry organizations.

**Job 27: Billing Representative:** Compiles data, verifies charges, and prepares customer statements, bills, and invoices. Resolves customer billing issues and any billing inaccuracies. Compiles, analyzes, and distributes billing reports to appropriate departments. Maintains rate and tariff changes within billing system. May create/maintain billing data tables within billing system software.

**Job 28: Billing Supervisor:** Oversees billing processes to ensure customer statements, bills, and invoices are produced in an accurate and timely manner. Supervises billing staff and provides direction in the preparation of customer statements. Coordinates billing production cycles. Works with Information Technology department and/or billing software provider to correct system issues and problems.

**Job 29: Accounting Supervisor:** Supervises Accounting Clerks and assists in completion of ledgers, accounting records and reports, and inventories of company. Generally a salaried position. If solely responsible for general ledger and reports to General Manager, match as Accounting Manager (next job).

**Job 30: Accounting Manager:** Reporting to V.P. of Finance or President/ General Manager in small companies, is responsible for accuracy and maintenance of general ledgers and financial statements. Performs a variety of accounting projects. May be responsible for revenue requirements preparation and filing. Typically a degreed accountant.

**Job 31: Administrative Assistant/ Executive Secretary:** Performs advanced secretarial and related duties for President/ General Manager, handling confidential matters and performing some administrative functions. Requires high level of experience, skill, discretion, and independence.

**Job 32: Secretary:** Performs standard clerical and some advanced secretarial duties for one or more members of management.

**Job 33: Purchasing Agent:** Purchases various telephone equipment and Company supplies. Evaluates vendor performance, processes repair requests and obtains pricing quotations. May supervise Purchasing Assistant and/or others.

#### **INFORMATION SYSTEMS, INTERNET, and NETWORK (Jobs 34-51)**

**Job 34: Computer Programmer/ Analyst:** Determines system needs for users and writes code to modify or create computer programs. Competent to work in most phases of applications system analysis and programming.

**Job 35: PC Support Specialist:** Analyzes data processing requirements to determine PC systems that will provide system capabilities required for projects and user needs. Plans software installation or modification to existing software systems. Recommends purchase of equipment for optimal match of user needs, system capabilities, intra-company hardware capabilities, etc. May train and provide assistance to end users.

**Job 36: LAN/WAN Administrator:** Maintains local and/or wide area network by installing and testing new hardware, software, and system upgrades. Adds new users to network system, installs and reroutes cables, and ensures LAN/WAN security. Troubleshoots and repairs network-related hardware and software problems using diagnostic applications.

**Job 37: Information Systems Manager:** Primary responsibility is to plan, organize, budget, and control activities of the information systems function, including but not limited to network administration, hardware and software administration and support. Oversees technology decisions and implementation.

**Job 38: Internet Help Desk Technician:** Responds to callers, questions regarding Internet setup and problem resolution. Provides guidance to customers on usage of Internet.

**Job 39: Internet Web Page Designer/Developer:** Develops and maintains web site pages for company and/or customers. Prepares documentation, and assists Internet customers with questions and problems.

**Job 40: Network Operations Manager:** Directs all telecommunications network activities including systems, operations, and personnel. Establishes strategic network operations plans utilizing latest technology and projects future equipment and operational installation needs. Evaluates, recommends and oversees installation and maintenance of all network equipment.

**Job 41: Internet Technical Administrator:** Supervises hardware, software, and network technical functions for Internet services. May supervise Internet help desk and other Internet technical functions.

**Job 42: Network Engineer:** Identifies designs and updates technical network operations systems, often including telephone, cable, and internet network systems. May be involved in the development and design of broadband, video, ATM, and other technologies.

**Job 43: CO/Network Technician:** Repairs, services, tests and installs switching, toll center, trunk, CATV, carrier and other related central office equipment.

**Job 44: CO/Network Supervisor:** Supervises CO Technicians engaged in the maintenance, installation, and additions to central office and network systems equipment, and performs related tasks as necessary.

**Job 45: Network Operations Center (NOC) Technician/Representative:** Receives initial trouble reports from customers and provides basic technical support to correct customer problems. Opens and prioritizes trouble tickets. Dispatches/assigns repair requests to technicians and coordinates technician response and follow-up for more complex issues. Monitors various network equipment for alarms and clears trouble according to designated procedures.

**(NEW) Job 46: Network Operations Center (NOC) Supervisor:** Supervises daily activities of NOC Technicians to ensure network system alarms are monitored effectively and customer trouble tickets are completed in a timely manner. Schedules NOC staff and monitors workflow to ensure adequate coverage. May provide training and technical support to NOC Technicians.

**Job 47: Video Manager:** Manages video operations by planning, developing, implementing and evaluating budgets, programming and future expansion of services. Researches and evaluates new technology and makes recommendations to senior management. Oversees testing, maintenance and repairs of video equipment. Ensures video services are in compliance with regulatory requirements. May perform maintenance to head end equipment and assist technicians with installations and repairs.

**Job 48: Video Technician:** Provides installation and maintenance of video services to customers. Configures and maintains video software to support video service offerings. Provides customer support and training to customers.

**Job 49: Roaming Coordinator:** Updates and maintains roaming databases including billing, toll, routing and special agreement tables. Administers intercarrier roaming agreements. Improves customer service by analyzing and monitoring overall system performance, researching trouble reports, and working with other cellular carriers to enhance cellular service. Monitors system reports to reduce fraudulent activity and to enhance roaming revenue. May participate in negotiating intercarrier roaming agreements.

**Job 50: Cell Site Technician:** Installs, maintains and troubleshoots cellular, RF, microwave and related equipment. Performs tower and building maintenance.

**Job 51: Wireless Switch Technician:** Builds and upgrades cellular switch equipment. Maintains, troubleshoots, and repairs existing cellular switch. Performs acceptance testing of manufacturer-installed equipment. Implements and documents translation changes.

**OPERATIONS (Jobs 52-72)**

**Job 52: CLEC/Internet/Subsidiary Manager:** Directs operations, customer service and marketing activities for a subsidiary company such as competitive local exchange carrier (CLEC), Internet service provider company, or other company businesses. Establishes business plan and budget. Recommends new services and operating procedures. Generally reports to CEO/President or General Manager of parent company.

**Job 53: Local Exchange/District Manager:** Manages operations and staff of local exchange, district or branch office, often geographically separated from corporate headquarters. Performs or delegates duties including repair, maintenance and installation of services. Markets company products and services.

**Job 54: Outside Plant Superintendent/ Plant Manager:** Designs, works with engineering, and supervises installation of cable, pedestals, and drops. May supervise outside personnel engaged in those activities and may assist or supervise activities associated with central office design, installation, and modification.

**Job 55: Engineering Manager:** Directs work of Engineering Department and employees. Works with vendors and contractors to coordinate and inspect jobs-in-progress. Checks quality of work and ensures industry guidelines and requirements are met. Prepares project for bid and coordinates contract construction. Often has subordinate Lead or Project Engineers.

**Job 56: Safety Manager:** Manages company safety program in accordance with all local, state and federal regulations. Develops and implements safety policies and procedures. Maintains and processes all accident reports including personal injury, vehicle and property damage. Conducts or coordinates fire, safety and security inspections. Develops emergency preparedness plans. May coordinate random drug testing for employees.

**Job 57: Outside Plant Engineer:** Designs and prepares maps for staking sheets. Supervises inspection of work orders and contract construction. Estimates costs, may prepare RUS contracts, and is responsible for contract letting for outside plant construction.

**(NEW) Job 58: Central Office Engineer:** Directs and coordinates activities related to the planning, design, construction, expansion and maintenance of central office facilities. Prepares bid sheets and contracts for construction and facilities acquisition. Develops project plans, timetables, equipment requirements and tracks project progress.

**Job 59: CAD Operation/ Drafting Technician:** Operates CAD equipment and updates and revises maps, staking sheets, and central office blueprints. May use PC based design system.

**Job 60: Engineering Technician:** Prepares, updates, and maintains construction sheets, maps, cable records, and other plant records for outside plant facilities. Often runs tests of new and old cable and fiber plant networks.

**Job 61: Construction Supervisor:** Supervises construction technicians engaged in maintaining, replacing and installing a variety of buried and aerial cable and related equipment, and performs those tasks as necessary.

**Job 62: Construction Technician:** Installs and repairs buried and aerial cable and other related communications equipment.

**Job 63: Installation/Repair Supervisor:** Supervises the maintenance, repair, testing and installing of various communications equipment, and performs those tasks as necessary.

**Job 64: Installation/Repair Technician:** Maintains, repairs, tests, and installs various communications equipment. In small companies may also have some construction responsibilities.

**Job 65: Combination Technician:** Installs and maintains telecommunications central office switching systems, Outside Plant, and customer premise equipment.

**Job 66: PBX/Key/Business Systems Service Technician:** Maintains, repairs, tests, and installs PBX, Key Systems and Business Systems equipment.

**Job 67: Special Services Supervisor:** Manages technicians involved in providing specialized services including but not limited to: Key/Business Systems, Wireless Services, DBS and CATV. May perform some installation and repair duties in smaller organizations.

**Job 68: Cable Splicer:** Splices underground or multiple conductor cables to repair, upgrade, and maintain telephone communication and transmission systems.

**Job 69: Cable TV Technician:** Installs and repairs cable TV lines for customers.

**Job 70: Building and Grounds Maintenance Coordinator:** Repairs and maintains physical structures and grounds including corporate office, central office and plant facilities. May replace defective fixtures, paint and repair woodwork, repair plumbing and electrical wiring, cut lawns and landscaping, shovel walks, and clean grounds.

**Job 71: Fleet Mechanic:** Maintains and repairs company vehicles and equipment, including gasoline- and diesel-powered engines, electrical and mechanical components, and other equipment.

**(NEW) Job 72: Cable Locator:** Locates and marks cable using provided equipment and maps. Completes appropriate paperwork to ensure accurate plant records.