

MANAGING YOUR WORK

1. **General.** In the preceding sections of this division considerable detail has been given to help you perform various manual operations as easily as possible. The object of this section is to help you to put all these actions together as smoothly as possible, so that—

- a. Your work will be more interesting to you.
- b. You will appreciate and take advantage of the swing of your movements as much as possible.
- c. You will be conscious of the possibilities of overlapping work and of two-handed operation and will be striving constantly for a greater measure of smoothness in your work.
- d. You will be able to give better service because of your application of these ideas.

Smoothness will come not from knowing the practice alone but from practicing the techniques which apply to your work, from thinking about them, and perhaps experimenting with different arrangements of steps and discussing them with other operators and with your supervisor. If you do these things conscientiously, you will come to know when you have found the proper sequences for yourself because you will feel the greatest amount of smoothness and ease in your work. Specific rules for this phase of operating can not be rigidly given nor followed, but the principles suggested in this division have been found generally applicable. It is intended that they be used to develop procedures for a particular office and that individual adjustments be made to obtain a maximum smoothness of operation on the part of each operator. To illustrate these principles, a few simple situations are suggested and the operations involved are tabulated in this section.

2. Basic principles of managing your work.

- a. Do not try to overlap effective work on two calls,—work which requires you to be cut in on a cord pair is generally referred to as effective work,—for example, taking an order, advancing an order, securing a calling number from the customer, giving a report or otherwise talking to a customer. Making important ticket entries frequently becomes effective work also and such work on two calls should not be overlapped.
- b. Try to overlap noneffective work on other work wherever possible. Noneffective work comprises operations which do not require you to be cut in, such as manipulating keys, passing cords, disconnecting cords, completing ticket entries, and filing tickets. Some of the time there may be nothing else to do due to the absence of signals to be answered, but the object of your practicing should be to be doing something that needs to be done with cords, keys, or tickets on other connections all the time you are cut in on the call you are handling. This aids you to keep up with the calls on your position better. Then when traffic increases suddenly, you are more nearly ready to meet the situation efficiently and you are more proficient in keeping up with it.
- c. Train yourself to operate equally well with either hand. Alternate the use of your hands wherever it does not interfere with the smoothness for which you are striving except in regard to writing, dialing, setting up a number on your keyset at "A" boards, and call circuit operation. Try to keep each hand busy as long as there is anything it can do while you are otherwise engaged by being cut in on a circuit or line. This is the overlap that is so important to smooth operating.

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2. Continued

- d. Use speed of movement in its proper place. Move rapidly toward jacks, keys, and cords; give primary attention to accuracy in selecting and using the proper jack, key, or cord. Rapidity and smoothness of motion are important but only when combined with a degree of care that ensures accuracy in all steps.
- e. Know the multiple thoroughly, to save time looking for a number or trunk group.

3. Typical sequences. Suppose we follow a few operations through, observing the conditions, the necessary steps, and the things to be done simultaneously.

Conditions: You have just received two simultaneous disconnect signals as a line signal appears. There are three talking connections on your position, one an "A" board toll call.

Step	Eyes	Telephone Set	Right Hand	Left Hand
1.	Sight jack to be answered.	—	Moves to listening key and operates it.	Picks up back cord and plugs into answering jack.
2.	Return to keyshelf, notice a disconnect signal on local flat rate call.	Answer "Operator," on line signal just taken.	Starts forward to pick up front cord but moves up to reach one cord to be disconnected.	Starts back to keyshelf but moves over to reach near-by cord to be disconnected.
3.	On supervisory signals.	Listen to order.	Reseats disconnected cords.	Left, more accessible, picks up front cord, and as soon as office name is understood, starts toward proper trunk group.
4.	Follow cord to permit testing and plugging.	Acknowledge.	—	Carrying front cord to proper trunk group.
5.	Return to keyshelf, see disconnect on "A" board toll call.	—	Picks up next back cord.	Immediately tests and plugs into suitable trunk.
6.	Read clock, glance at signals, move to ticket.	Wait for order tone.	Drops cord, reaches for ticket, places in position for writing, enters disconnect time.	Returns to keyshelf to hold ticket.
7.	Glance over ticket.	Pass order.	Disconnects both cords on "A" board toll call, being easily accessible to them.	Files ticket, picks up next back cord having operated listening key on return from ticket.
8.	Watching for new signals.	—	—	—

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- 4. Notes on overlapping.** Good overlapping is the result of experience, study, and a knowledge of what it is possible to do in a few seconds. Personal experience based on sound operating and constructive coaching is the best guide but a few notes concerning certain situations may be helpful. You will, no doubt, think of many more.
- a. **Picking Up the Front Cord.** It is desirable to have the front cord on the way to the multiple when you acknowledge, unless a ticket entry on the call should be made before you advance it, but it is frequently possible to disconnect on a previous call before picking up the cord without delaying advancement at all.
 - b. **Locating the Line or Trunk to be Connected.** If you know the approximate location of the jack of the desired line or trunk, both as to panel and elevation, the hand carrying the cord can move most of the distance unaided by sight, but the eye should glance up to direct the final travel of the cord straight to the jack or to the point where testing begins. A good objective is that you be ready to test or plug in as soon as you acknowledge if no ticket work is required at this point. If you are not able to do this, study your operations carefully and think them over as you watch for signals, to see how you can improve the smoothness of the sequence of operations involved.
 - c. **Picking up the Next Back Cord.** You should be ready to answer the next waiting signal as soon as you have disposed of the call in progress, so whenever possible have the next cord in hand when you finish advancing a call. This does not mean that you must pick up a back cord as soon as you have the front cord in hand or on the same motion, because frequently the interval before you can use the next cord is too great to justify holding the cord that long. In offices which are largely flat rate local multiple, however, there may be reason for developing the practice of picking up the front cord of one pair and the back cord of the next at the same time, but be sure that conditions with regard to trunking, ticket work, coin station calls, etc., warrant doing so before you stress the point in your own work.
 - d. **Ringling.** Manual ringling can generally be overlapped,—an initial ring on answering the next waiting call; subsequent rings on some other operation. When complicated code rings must be given, somewhat more care must be exercised to check the length and number of the individual rings. Ringling requiring the use of both hands, of course, can not be overlapped to any great extent.
 - e. **Ticket Notations.** Ticket writing may become a sufficient problem to justify careful study as outlined in Section 6.
 - f. **Disconnecting.** Disconnecting can be done while answering or advancing a call. When cord congestion reaches a state where all cords are in use, or when in busy periods several simultaneous disconnects occur, the work of caring for them may take on primary importance and for the moment it may be necessary to ignore waiting line signals.
The operation of returning cords after disconnection, should be similarly treated. An additional factor affecting this operation is the care exercised in keeping cords from becoming tangled so that reseating is almost automatic.
 - g. **Operating Register and Coin Keys.** Since the practice contemplates that these keys be operated at specified points in the sequence of events it is important that you be able to do this as an overlap. Thus if one hand registers or collects while the other is disconnecting the front cord, both hands are working on the same call at a time when the telephone set is doing nothing on it. If there is any work to be done with the telephone set, such as answering a waiting signal, it would be preferable to register or collect and then disconnect with one hand while the other is answering the signal so that the telephone set can be brought into use more promptly.